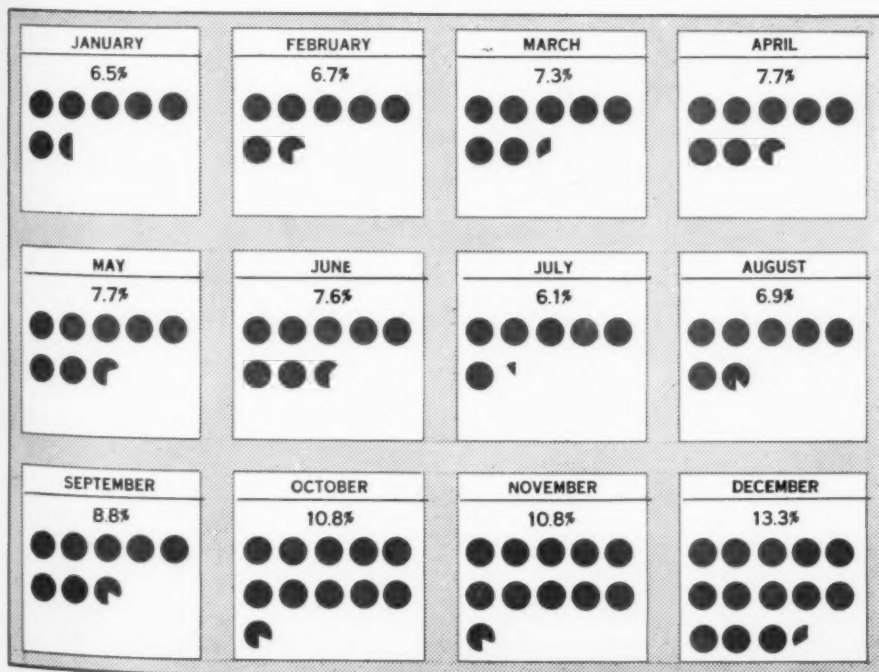


MAY 15, 1940



TWENTY CENTS

Sales Management



HOW THE YEAR'S RURAL RETAIL SALES ARE DIVIDED

Farmers are having a bigger year even than 1937, and the second half is when they get in the largest share of the cash -- and make 57% of their store purchases. General merchandise sales in small town and rural areas are divided by months:

PICTOGRAPH BY
Sales Management

Source: Average of several year's retail business compiled by Department of Commerce



SOLO!

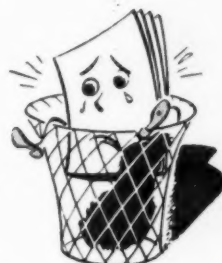
Cosmopolitan, for the first
six months of 1940 against
1939, shows the **ONLY**

GAIN

in the general monthly field

\$ALES,

or else...



The story of a Book Publisher and a "New Method of Magazine Advertising"

If you want to put a space salesman on the spot, ask him how his medium's pulling on mail-order book accounts.

Books are the "proving grounds" for advertising media. Book publishers know just how much each ad sells — and how much each sale costs.

We'd like you to meet one of the most practical of this whole breed of advertisers today.

He publishes books for all kinds of people — from cookery to gardening to world history. He expects each and every ad to bring back actual orders. For those that don't, it's curtains...

Of the 7 magazines he used in 1936, only 5 made his '39 list. Out of 9 in '37, only 5 survived. Out of 15 in '38, only 8 made the grade.

The figures below show how **THIS WEEK MAGAZINE** fared.

Now you probably don't sell books. You probably don't sell anything by mail-order. Still, this acid test of sales power is an interesting indication of what the "New Method Of Magazine Advertising" can

do for advertisers in a wide range of fields.

From books to breakfast foods, advertisers are taking to this coast-to-coast magazine that concentrates on the busy, big-city markets. Last year, 79 of them spent more money in **THIS WEEK** than in any other national magazine.

And here's one simple reason why:

With **THIS WEEK MAGAZINE** you cover the 25 key markets that do the lion's share of America's business. And you cover them as thoroughly as the next 4 weeklies, or the top 4 women's magazines, *combined*.

THIS WEEK'S RECORD WITH A LEADING BOOK PUBLISHER

1936	\$2,300
1937	2,100
1938	61,625
1939	85,808
1940	53% ahead of '39 for 1st 4 months

(PIB Figures)

THIS WEEK
THE BIG CITY MAGAZINE



Bogeyman Impossible Takes the Count

Tardy, though hearty, applause is hereby tendered Butler Manufacturing Co., of Kansas City, for doing "the impossible."

Last July 24 Butler, along with 16 other steel fabricating manufacturers of the U. S., received an invitation to bid on the construction of 40,000 steel grain bins for the Federal government. The bins were to be used to store some 70,000,000 bushels of the 1938 corn crop on which the government had loaned farmers 57 cents a bushel. Prices were down, and the government was going to hold the crop.

The entire steel fabricating industry equipped to make such bins could, it is estimated, take care of only about 15,000 in the 90-day period (from date of invitation to bid) the government was allotting.

However, Butler located a factory in Galesburg, Ill., nearer the ultimate destination of most of the bins (over half went to Illinois and Iowa), and took a lease contingent upon receiving the bid it was making. It located and put in orders for some \$200,000 worth of machinery, dies, etc., on the same basis. Its engineering staff threw away its clocks and went to work on designs. A bulletin announcing a 10% bonus wage to all Butler employees, provided the bid was finished on time, was prepared and held pending acceptance of the bid.

On August 2 bids were opened. On August 8 Butler was awarded a contract for 20,500 of the bins, or over half. Total price was \$3,284,305. Steel companies advised the company that what it was attempting couldn't be done. It never had been. Butler did it.

In less than two months the company completed an order that was greater than the entire output of the steel fabricating industry in 1938. At the same time (the government order came at the height of the regular grain bin construction season) it took care of its regular orders for bins in the Kansas City plant.

On August 5 some workers had gone to Galesburg. On August 11 work on the factory (not on the bins) got under way. The company had to construct a concrete floor and loading docks; part of the factory had to be rebuilt. Before the contract was awarded the company drew lines on the floors to position the machinery, and prepared a wiring chart for power and light lines so that ten days after the award the plant was wired ready for operations. The Burlington laid several thousand feet of rails to the plant. By August 18 the steel fabrication machinery was in. Operations at Galesburg consisted principally of shearing, punching and forming. A total of 342 fabricating operations were performed on each bin, and individual major parts per bin numbered almost 100.

On October 15, three days before expiration of the contract time, Butler completed and shipped the last of the 20,500 grain storage units—capacity 43,000,000 bushels of corn.

During the course of the job, the company placed an order for 15,000 tons of sheeting with Carnegie-Illinois Steel Corp.,

largest that company had ever received. It used 22,000 tons altogether. Another order was for 23,000,000 bolts and nuts, and was Sheffield Steel's biggest for those items.

The Galesburg plant turned out one bin every two minutes in a 24-hour (eight-hour shifts) day. One bottle-neck in production which just had to be overcome if the job was to be completed at all was the laborious and slow process of riveting in bottoms of bins by hand. Everyone got busy on the problem, and a special machine was devised to crimp-seam the bottoms in the bins. Other manufacturers always had done this part of the bin-making process in the old way, riveting by hand, and still are doing it in that way. The new method enabled the company to put in 108 bottoms per eight hours per machine: the old method produced 25 bottoms a day.

The Galesburg plant was leased on very favorable terms, with an option to buy, and on April 1, 1940, it was scheduled to renew operations on fabrication of steel items. Officials had for several years considered the purchase of a factory in that area.

One of the most remarkable things about the whole job was the *esprit* with which the entire organization threw itself into accomplishing the objective on time. Interesting, too, is the fact that office workers, plant workers—everyone, in fact, except salesmen—received the 10% bonus.

Suppose They'd Stayed in the Budget?

If Warren McArthur's father had not insisted on a lot of fancy fixings in the new home which they built 20 years ago he would not be head of a \$500,000-a-year furniture business today.

At that time the younger McArthur was an automobile dealer in Phoenix, Ariz., and his interests were all in cars. But he assisted his father in supervising the construction of a new home in his leisure hours. It was built on a budget. When they were finished there was only a small amount left for furniture.

Whereupon the hard-pressed Mr. McArthur—with the help of a carpenter and cabinet maker—designed and made his own furniture. Before the house-warming festivities had cooled, friends and neighbors were begging him to "make me a bed just like that. And a chair, too."

Spare-time furniture-making led him by easy stages to commercializing his talent. In 1924 he conceived the idea of standardizing units for manufacturing furniture, using sections of gas pipe for his early experiments. Not quite sure whether people preferred wood or metal, he made up chairs of both and displayed them in a Phoenix store. Instantly there was a demand for those of black-painted steel tubing with patent leather seats.

The Arizona-Biltmore Hotel sought Mr. McArthur's services and ordered 5,000 pieces of his new furniture. Hotel guests ordered more. From that first year's volume of \$30,000 the business moved upward steadily. Warren McArthur Corp.'s eastern sales



Warren McArthur supplied the furniture for this Firestone Rubber exhibit at the N. Y. World's Fair.

SALES MANAGEMENT, published semi-monthly, on the first and fifteenth, except in April and October, when it is published three times a month and dated the first, tenth and twentieth; copyrights May 15, 1940, by Sales Management, Inc., 420 Lexington Avenue, New York, N. Y. Subscription price \$4.00 a year in advance. Entered as second class matter June 1, 1928, at the Post Office, N. Y., under the act of March 3, 1879. May 15, 1940. Volume 46. No. 11.

SELLING the FAMILY



MOTHER can boost your stock a lot—if she's *sold* on the idea—but, if she's *cold* on it—brother, you'll live on aspirin tablets!

That's why a smart suitor gives Mother a big play—as well as every *other* member of the family—and why *we* do the same. We know how important each is to our welfare—and our *advertisers*.

To please Mother, we maintain the only *complete* women's department in Pittsburgh newspapers—a department that *one woman every minute* calls or writes every working hour!

Mother loves having famous women in her home—so *we* bring her the tops—Louella Parsons, Elsie Robinson, Prudence Penny, Helen Rowland, Helen Koues, Ida Jean Kain—all the *first ladies* of the Fourth Estate.

We're not *always* with Mother, however—or her darling daughter. We spend *just* as much time with Dad and the youngsters—for they're *all* home when *we* call—and *we* stay home—to get in good with everyone.

Remember this—if you want *full* value in advertising—assured only by *full readership* in circulation—*only* by a newspaper that's selling the *family*!

"SOMETHING HAS HAPPENED IN PITTSBURGH"

SELLING the FAMILY FOR RETAIL FOOD ADVERTISERS

In the first quarter of 1940, Media Records reveal that, in the Pittsburgh *evening and Sunday field*, the *Sun-Telegraph* carried

50.2% OF ALL RETAIL
FOOD ADVERTISING

Pittsburgh Sun-Telegraph

REPRESENTED NATIONALLY BY THE RODNEY E. BOONE ORGANIZATION

PITTSBURGH • NEW YORK • CHICAGO • DETROIT • PHILADELPHIA • BOSTON • SAN FRANCISCO • LOS ANGELES • BALTIMORE • SEATTLE

ADVERTISING IS THE CONSUMER'S GUARANTEE OF MERIT



Do Your Salesmen Get *L a z y* In the Good Old Summer Time?

SALES MANAGEMENT has a brand new 12 weeks' campaign of cartoon mailings for you to send to your salesmen this summer. They're breezy, fresh as paint, and each is designed to remind the men of some fundamental of selling, without being too serious about it.

The series is called "Hot-Weather Alibis — and How to Spike Them." You can buy the cartoon pages alone in sets, or with a letter to go with each one. If you want two-color cartoon letterheads to carry your personal message (or the message we suggest, if you're pressed for time), you can have those too.

For prices and samples, write

Sales Management, Inc.
420 Lexington Ave.
New York City

expanded so rapidly that the firm moved to Rome, N. Y., in 1933 and three years later to Bantam, Conn.

At present its products include chairs, settees, sofas, tables, lamps, ash trays. They are made of treated aluminum alloys similar to those used on airplanes. These heat-treated tubes are hardened to a degree excelled only by the diamond, cut and bent in standard sizes ready for assembly. By means of a patented process the aluminum can be impregnated with a mineral dye which seals the surface in bronze, red, yellow, gold, blue, green and ebony colors. Thus impregnated in the material, there is no chipping or cracking. The colors don't deteriorate, ever.

Customers now include such railroads as the Union Pacific, Southern, Atlantic Coast Line; Bethlehem Shipbuilding Corp.; such hotels as the St. Regis, Commodore, Roosevelt of New York. The airplane industry has recently placed orders totaling \$250,000 for McArthur furniture.

Which is considerably larger than the sum by which the McArthurs, father and son, went over their budget in building that house 20 years ago.

No Phony Reports for Him

A. E. Wilson, sales manager for the Mills Novelty Co., Chicago, manufacturer of ice cream freezers, coin machines, etc., in a recent letter sent to salesmen, told his men that he could determine the number of hours they were actually spending in the presence of prospects—regardless of the reports they might turn in. He said:

"This formula is just as exact as the expectancy tables used by actuaries in determining insurance policies and their premiums!"

The letter explains:

"The Mills Novelty Co. has made a check . . . and has found that each 37 hours spent before prospects is certain to produce a freezer order! One order, remember—no more—no less!

"If you spend six hours out of every 24 hours before prospects you will spend 36 per week, or in a month of 26 days you spend 156 hours which will result in the sale of $4\frac{1}{4}$ freezers monthly! Our best men are doing just this.

"It is the finest and only exact measure of success and, above all, gives every salesman who will spend *time* before prospects a definite assured annual income. Quit using *time* this way and you close the door to *success*."

Mr. Wilson's letter goes on to say that tests and investigations prove that these results are "uncannily right," that "reports are only a test of veracity" and adds:

"Remember, this *time* factor is as positive and correct as a clinical thermometer. Kid yourself if you like . . . comfort yourself with phony reports if you care to, but do not forget that the results you obtain indicate to us beyond a possible doubt the actual *time* every man spends before prospects. And you want to make money, don't you?"

The Mills company has approximately 350 men out in the field all the time. Mr. Wilson added a P.S. to his letter which summed up the prospective market in this manner:

"To give you food for thought consider the following—

"350 men working for 50 weeks at 36 'before-prospect' hours per week.

" $36 \times 50 \times 350$ equals 630,000 'before-prospect' hours.

"630,000 such hours divided by 37 equals 17,037 freezers annually.

"The present market for freezers is indicated at 400,000. It will take 350 men approximately 23 years to finish the job of selling the original 400,000 purchasers. In 23 years this figure of 400,000 should have grown by natural increase 20%, or another 80,000 market should have been provided. And probably the entire 400,000 will replace their original equipment. What more do you as a sales force want?"

Change **YOUR RECORDS**
On
KENTUCKIANA
NEW CAR SALES

▶ ~~1938 - 24,414~~
 ▶ 1939 - 31,336




... and remember that every day you reach 95% of the homes in the market's metropolitan center, a city of more than 350,000, and that every Sunday, one out of every three families in the entire Kentuckiana area read-

The Courier-Journal
THE LOUISVILLE TIMES

REPRESENTED NATIONALLY BY THE BRANHAM CO.

OWNERS AND OPERATORS OF **WHAS** BASIC CBS OUTLET

Sales Management

VOL. 46, NO. 11

MAY 15, 1940

CONTENTS

Dealer Relations

- Ozite's Eye-Opener for Dealers Who Suffer from a Price Complex..... 24
*Based on an interview by a staff writer with L. H. Regensburg,
 President, Clinton Carpet Co., Chicago*

General

- Business-Consumer Relations 44
 Federation Announces Speakers for Convention in June..... 62
 Marketing Pictographs, beginning on 35
 Significant Trends 15
 What Attracts Members to the Cooperative Store Movement?..... 18
A Sales Management-Ross Federal Research Corp. survey

Man-Power Problems

- Can Aptitude Tests Guide Us in Picking Men for Promotion?..... 48
*The first of two articles by Robert N. McMurray, Ph.D.,
 Executive Secretary, Psychological Corp., Chicago*
 Shirt Sleeve Sales Meetings That Stimulate the Will to Sell..... 20
*Based on an interview with Hugo A. Bedau, District Sales Agent,
 Marchant Calculating Machine Co., San Francisco*
 Uncle Sam, Employment Agent, Can Help You Find Qualified Salesmen..... 58

Sales Analysis

- Distribution Sins That Eat the Heart Out of Profits..... 32
By a Cold-Hearted Sales Analyst

Departments and Services

- Advertising Agencies 64
 Advertising Campaigns 22
 Comment 76
 Marketing Flashes 46
 Media 69
 New Products and Markets 28
 News Reel 17
 Sales Letter Round Table 66
 Scratch-Pad 30
 The Human Side 2
 Tips 74

Notes from the Managing Editor's Desk

Companies wishing to recruit salesmen will do well to look into the possibilities of finding new men through the U. S. employment service. These Government bureaus are systematically classifying applicants according to their qualifications for specific types of work, and they will willingly submit lists of men meeting your requirements. The service costs nothing. Details of the way the service operates are presented in this issue in an article on page 58.

* * *

For your calendar: The National Federation of Sales Executives meets in Milwaukee June 6 and 7. Program on page 62.

* * *

Strathmore Paper Co. has a "test territory" in which all advertising, merchandising, and selling ideas are tried out before they are released nationally. An article outlining their experience in "pre-viewing" sales ideas in this fashion will appear in an early issue.

* * *

Is your company one that persistently places a limit of 35 on age when it hires new men? If so, watch for the leading article in the June 1 issue entitled, "Salesmen are Not through at Forty!"

A. R. HAHN.



EDITORIAL STAFF: RAYMOND BILL, Editor and Publisher; PHILIP SALISBURY, Executive Editor; A. R. HAHN, Managing Editor; E. W. DAVIDSON, News Editor; M. E. SHUMAKER, Desk Editor; RAY B. PRESCOTT, Director of Research; R. H. SMITH, Production Manager. ASSOCIATE EDITORS: JAMES R. DANIELS, LAWRENCE M. HUGHES, LESTER B. COLBY, D. G. BAIRD, S. A. WRIGHT, FRANK WAGGONER.

Published by Sales Management, Inc., RAYMOND BILL, President; PHILIP SALISBURY, General Manager; M. V. REED, Advertising Manager; C. E. LOVEJOY, JR., Vice-President and Western Manager; R. E. SMALLWOOD, Vice-President; W. E. DUNSBY, Vice-President; T. J. KELLY, Secretary; EDWARD LYMAN BILL, Treasurer. Publication office, 420 Lexington Avenue, New York, U. S. A. Telephone, Mohawk 4-1760; Chicago, 333 North Michigan Avenue. Telephone, State 1266. Santa Barbara, California, 20 East de la Guerra. Subscription price, \$4.00 a year, Canada, \$4.25. Foreign, \$4.50. Member Audit Bureau of Circulation; Associated Business Papers.



"We were all there together because we had all asked Ack"

FROM A LETTER TO THE CLEVELAND PRESS



MORRIS ACKERMAN does not like to be called a "rod and gun" editor. For most rod and gun men are amateurs whose real business may be running a drug store. Ack is a professional who hunts, fishes, and writes, and does nothing else.

HE IS KNOWN all over the United States as the authoritative editor and publisher of "Ackerman's Guide." He knows, as few sportsmen know, practically every waterway and hunting ground on the continent. He knows Alaska, the Yukon, Labrador, other parts of Canada, Newfoundland, Mexico and the West Indies. He conducted the hunting and fishing survey of Newfoundland and Labrador for the Canadian Pacific Railway.

HE HAS BEEN "Where to go editor" for Outdoor Recreation, Forest and Stream, Outdoor America, and Sportsman's Digest. He is President Emeritus of the Outdoor Writers Association of America.

MORE THAN one hundred outdoor clubs in Cleveland have been fathered by Ack, and devotees of rifle, trap, and pistol shooting, fly casters, archers, and fanciers of hunting dogs have been organized through his efforts. The Casting Platform at Rockefeller Park—school of half a dozen world champions—is his monument.

WE WORK five days in the week that we may play on the week-end. We work fifty weeks in the year that we may play two. And the only truly satisfying play of a surprisingly large number of adults is with rod and gun. There is a primitive urge for the chase that must be gratified—else civilization becomes unendurable.

A wise newspaper recognizes this need, appreciates its escape value, understands its function as a safety valve for pent-up emotions. So a wise newspaper lends aid and encouragement through its rod and gun editor. It is a fundamental belief of The Cleveland Press that if a job is worth doing at all it is worth doing well; that a subject that deserves any precious editorial space deserves enough space to treat it adequately.

So The Press engaged Morris Ackerman

and gave him his head. Nationally the best-known and most authoritative expert on hunting and fishing, he has been given a chance to speak his mind without hedging, without pulling his punches.

In his daily column, "Ask Ack," he tells where the fish are biting, where the birds are flying, the tackle, bait, and equipment to be used. He answers questions from his knowledge, not just on information and belief. He can boast of the strongest following and the most complete acceptance of any department in The Cleveland Press.

The Press helps Cleveland in its play as in its work, in its escape as well as in facing the actualities of everyday life. It all contributes to The Press's amazing **Power—power to do good; power to move goods.**

The Cleveland Press



A SCRIPPS-HOWARD NEWSPAPER

NATIONAL ADVERTISING DEPARTMENT OF SCRIPPS-HOWARD NEWSPAPERS

230 PARK AVE., NEW YORK

Chicago

San Francisco

Memphis

Detroit

Philadelphia

Member of the United Press, of the Audit Bureau of Circulations, and of Media Records, Inc.

MAY 15, 1940

[7]

The *Dallas-Sized* Market

Sales of Your Product Begin at
Texas' Biggest Breakfast Table
When Your Advertising Reaches



BIG DALLAS

People in cities and towns of a large area of North and East Texas sit down, in effect, at the same breakfast table . . . read the City Edition of The News—the same one that's read the same day by Dallasites. Thanks to fine highways, good cars and The Dallas News' "heads-up" circulation delivery . . . thousands of these out-of-town folk are customers (actual or potential) of Dallas' "Fifth Avenue" stores and shops. Thousands more are influenced by your advertising.

HOW BIG is Dallas? It's so big, you can't encompass it in a day with a medium that's less than *Texanic!*

In addition to doing a thorough sales-producing job with able-to-buy Dallas families, The News carries your advertising to a great out-of-town clientele. It permits day-of-issue shopping in a wide radius.

And don't forget—the trade of these "outside Dallasites" amounts to as high as 50 per cent of the total done by some Dallas stores. Your advertising influences them wherever they may buy.

Sell the Readers of The News and

You Have Sold Texas' Major Market

The Dallas Morning News

John B. Woodward, Inc., Representatives

Member Basic Newspaper Group, Inc.

Affiliates: Radio Station WFAA (50,000 Watts), The Semi-Weekly Farm News, the Texas Almanac and State Industrial Guide

..Millions of Fertile Acres!



ONE century and a half ago, Spanish priests trekked through waterless desert to found "The City of the Angels" in a hot, barren hollow! And now — behold! this desert is changed into millions of fertile acres which make Southern California the richest agricultural center in the world. Water for irrigation is life to the 50,726 ranches with their average land and building value of \$19,659 . . . the highest in the nation. The Los Angeles Examiner has been the greatest single factor in bringing this vitalizing flood of water to the people of Southern California; through its pages editorials have fought and won all the colossal power and water projects. Is it any wonder features, editorials and advertising in the Examiner exert such a tremendous influence on the lives and buying habits of Southern Californians?

YOUR BEST *Sunday* PUNCH!



More Sunday Circulation!

Than the Other 8 Southern California Sunday Papers Combined

And AT A LOWER RATE!

LOS ANGELES SUNDAY EXAMINER	Circulation	Rate
	537,876	.92
		PER LINE
OTHER 8 Southern California Sunday Papers	517,893	1.435
		PER LINE

LOS ANGELES EXAMINER

Represented Nationally By The **RODNEY E. BOONE ORGANIZATION**

Los Angeles, like every other city, town, and hamlet in Southern California, is surrounded by and exists because of agriculture, oil, climate, movies and aviation. There is no centralization of industry in Southern California.

THE STRANGE CASE OF THE FATHER

WHO GREW FASTER

THAN HIS LITTLE BOY



EVERY one exclaimed about how big little Buddy Brown was getting. His mother beamed; the relatives nodded approvingly. Then —

Mr. Brown started growing. Nobody noticed it at first. Then *everybody noticed it*. Suddenly it became apparent that Mr. Brown had grown two and a half times as much as Buddy recently. The doctor scratched his head . . . and called specialists. News magazines and movies featured Mr. Brown.

Well —

Magazines are like people.

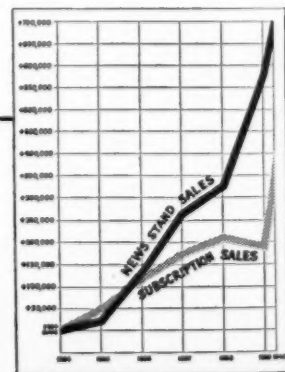
For 57 years the Ladies' Home Journal has been an established favorite in American homes. Now, suddenly it has become a publishing phenomenon . . . growing by leaps and bounds . . . outstripping the increases of its youngest contemporaries.

The Journal not only has the largest paid magazine circulation in the world — but in the last half of 1939 it became America's *fastest growing magazine*.

There is no secret about this growth. It results from pleasing half the population (the feminine half) all the time. That is why more than 3,500,000 women are buying the Journal today. Advertisers are following suit. The last issue to close showed 35% dollar volume increase over a year ago.

LADIES' HOME JOURNAL
THE MAGAZINE WOMEN BELIEVE IN

• OVER 1,000,000 NEW BUYERS IN 6 YEARS! (AND NO INCREASE IN ADVERTISING RATES!) HERE IS HOW IT WAS DONE:
NEWS STAND SALES GAIN, 144%. SUBSCRIPTION GAIN, 30%.



YOU CAN'T MISS...IN PROVIDENCE!



SHOWERS in April: flowers in May. But in Providence sales can be matured ANY day in the year! Here, per capita retail purchases outbloom U. S. varieties by 19% — because families with comparatively higher incomes are the hardy perennials especially responsive to the cultivation provided by Rhode Island's blanketing media.

Everybody reads the **PROVIDENCE JOURNAL-BULLETIN**
In New England's Second Largest Market!

REPRESENTATIVES: Chas. H. Eddy Co., Inc. • New York • Chicago • Boston • Atlanta • R. J. Bidwell Co. • San Francisco • Los Angeles

MAY 15, 1940

[11]

"THEY CALL ME THE

*Billionaire
in Overalls!"*



THE GREAT STATIONS
OF THE GREAT LAKES

Farmers within the "Golden Horseshoe" will reap an income of one billion dollars this year. Two great radio stations can sell them your product!

Political orators shout themselves hoarse on "the farm problem." Of course it exists. But you don't hear quite so much about it in the "Golden Horseshoe," that money-making, free-spending empire blanketed by WJR Detroit and WGAR Cleveland.

One out of every ten of the nation's farmers lives within these boundaries. Modern red barns dot the landscape. Mechanized units hum at their tasks. Here is one of the most prosperous areas of the productive Midwest in which 40% of total farm income is produced.

That line on your sales chart tabbed "the farm market" represents the largest single market in the world. And, to help send that curve upward, make certain your plans include the Great Stations of the Great Lakes.

WJR

THE GOODWILL STATION

Detroit

WGAR

THE FRIENDLY STATION

Cleveland

Basic Stations... Columbia Broadcasting
System • Edward Petry & Co., Inc.,
National Sales Representatives

The facts about *Double Action* for your Advertising!

Here are the facts, boiled down for busy readers

IT'S easy to claim "double action." But it's something else to *deliver* it. That's why we'd like to point out that it takes a combination of *three* factors to do the job. It's a matter of: *How many people; What kind of people; How much they're interested.*

So let's put the glass on these three propositions:

How many people?

Dr. Daniel Starch, noted research authority, after a year's readership check on The American Weekly, found that more than 14,600,000 men and women read it regularly.

It reaches twice as many families as any other magazine in cities of over 1,500,000 population — in cities of 100,000 to 1,500,000—in cities of 25,000 to 100,000. And it goes to more families than any other magazine in cities and towns of 2,500 to 25,000.

What's more, The American Weekly is read by more women than read any women's magazine . . . and by more men than read the next two weekly magazines combined.

What kind of people?

More than *half* of the 6,050,000* non-relief families throughout the country with incomes of more than \$2,000, read The American Weekly—almost *twice* the number reached by any other magazine. There are also 19,000,000* families with incomes of less than \$2,000, and of this group 3½ million read The American Weekly—more than *twice* the number reached by any other magazine.

Make no mistake, that second group has real purchasing power, too. For proof, look at the fact that 12,000,000 families own electric refrigerators or that more than 8,000,000 automobiles were bought new in the last three years. Both figures far exceed the six million total of people with incomes of more than \$2,000.

Are they interested?

In this survey Dr. Starch showed that in 95.6% of all homes where The American Weekly was found, this magazine was read by one or more adults — read from cover to cover, *with an intensity unequaled in the publication field.*



That intensity is no accident. The American Weekly has an editorial formula that brackets all the basic elements of human interest, deals with *real facts* about *real people*—their loves and hates, fears and ambitions — history, archeology, religion, science, invention, medicine, love and romance.

It's a fact!

And considering that The American Weekly provides a color page *twice* as big as any other magazine at a cost less than ¼ cent per family reached, this fact stands out:

When The American Weekly talks double action, it's talking circulation, market coverage, readership and page-size—not one, but all of these factors—and that makes its claim a fact!

*Consumer Income in U. S.—Non-relief Families Only.



Cock-A-Doodle-Do!

Orders secured during April for color pages, less than color page units and black and white advertising—for publication in The American Weekly during 1940—exceeded by more than 25% the volume secured in April, 1939.

THE AMERICAN WEEKLY
Greatest Circulation in the World

"The National Magazine with Local Influence"

MAIN OFFICE: 959 EIGHTH AVENUE, NEW YORK CITY



THE NEW *Dictaphone Cameo*



LINES OF ACTION...TO EASE THE STRAIN OF OFFICE ROUTINE

The highest ideals in eye-appeal and effortless efficiency are met by the new Dictaphone Cameo. Its beauty . . . its compactness . . . the new ease and order which it brings to office routine have earned it a warm reception everywhere.

It's so simple to use—just talk away your letters, notes, memos and instructions . . . without delay or confusion.

AND FOR YOUR SECRETARY—THERE IS THE NEW DICTAPHONE CAMEO TRANSCRIBING MACHINE—competent companion of this modern dictating machine. Both machines are so pleasingly modern in appearance . . . so easy to use . . .

so practical and completely reliable in their operation.

Try the new Dictaphone Cameo Dictating and Transcribing Machines at *our* expense . . . without any obligation to you. Simply fill in the coupon below . . . mail it today!

DICTAPHONE CORPORATION, 420 Lexington Avenue, New York City SM-5
In Canada—Dictaphone Corporation, Ltd., 86 Richmond Street, West, Toronto

☐ Send me the Progress Portfolio describing the new Dictaphone Cameo Dictating and Transcribing Machines.

☐ I should like to see and try the new Dictaphone Cameo without obligation.

Name

Company

Address

The word DICTAPHONE is the Registered Trade-Mark of Dictaphone Corporation, Makers of Dictating Machines and Accessories to which said Trade-Mark is Applied.

Significant Trends

As seen by the Editors of SALES MANAGEMENT for the fortnight ending May 15, 1940:

Labels That Say Something

FOR SEVERAL YEARS representatives of the government and of consumer organizations and women's clubs have agitated for brand labels that are more explicit and understandable. Most of their suggestions have seemed reasonable to the editors of SALES MANAGEMENT but for some reason most manufacturing groups have declined to follow their suggestions. Perhaps their main reason was the cost of changing labels, but a deeper reason seems to have been an emotional one—a dislike or distrust of these consumer groups because of other things for which some of the leaders of these groups seemed to stand.

The net result was that only a few manufacturers in widely scattered fields took any action toward giving these women what they said they wanted—and one of the big chain store organizations and all of the retail cooperatives capitalized on the agitation by changing their labels to conform with consumers' desires. The failure on the part of industry to make sweeping changes in labels quite naturally led consumer leaders to jump to the conclusion that industry was trying to hide poor products behind the old labels.

SALES MANAGEMENT has just completed a survey among members of retail cooperatives, published in this issue, and one of the outstanding reasons given for membership in the co-ops is that the co-op private brand labels are explicit and understandable.



Today we hand orchids to two manufacturers: Derby Foods of Chicago and Pacific Mills of New York for new labelling plans which were announced last week.

More than a year ago Derby Foods asked women close to consumer needs and consumer opinion for their aid and they secured the cooperation of 19 leaders. After almost a year of conference, investigating and checking, 36 labels emerged as a result of this unique collaboration. Ranging from simple products such as ox tongue and lamb's tongue to such complex ones as chicken à la king and chile con carne, the labels meet the advisory committee's eight important recommendations by giving:

1. A full list of ingredients, set forth in
2. The order of relative weight (thus giving an indication of relative proportion of major ingredients).
3. Cuts of meat used, in almost all products where the meat ingredient is of some importance.
4. Precise number of cupsful, slices, or servings in each can.
5. Carefully tested suggestions for serving.
6. Precise directions for opening, heating or chilling.
7. Full information as to style of pack, whether skinless, loaf, roasted.
8. More accurate pictures on labels.

Miss Anne Pierce, former editor of the Bureau of Chemistry of the United States Department of Agriculture, who acted as technical advisor on the project for Derby, says: "If women don't read labels, as has been claimed, it is perhaps because they didn't find anything on them that was of interest or real help in selection. Derby Foods has tried to find out exactly what women want to know about canned meats and to give these facts in simple terms."

MAY 15, 1940

The Pacific Mills plan is a method of informative labeling by which the essential facts are clearly and authoritatively conveyed to the purchaser of Pacific fabrics, whether in men's, women's or children's apparel, through a device called the Factag. These Factags present in simple, clear language facts which careful investigation has shown the public most wants to know and the retailer most wants to give about a fabric. In the case of cottons for women's wear, these facts are color fastness to washing and to light, fibre content, washing and handling instructions and any special features such as shrinkage data, special finishes, etc.

Pacific here has inaugurated what may prove to be a merchandising innovation—the rating of the degree of color fastness both as to washing and as to light. These color ratings are based upon tests developed by manufacturer and store groups and then submitted to the National Bureau of Standards at Washington. Fabrics are graded by color symbols which indicate that as to fastness the fabric is superior, satisfactory, adequate or only fair. On each Factag, Pacific offers to furnish upon request further details regarding the standard tests.

The company did not stop at the mere introduction of their Factags. A far-reaching promotion program designed to get the story over both to store keepers and consumers will include trade advertising, consumer advertising, national publicity, consumer folders, counter cards, matrix services, technical literature for use in stores, personnel training and among teachers and heads of consumer groups, lectures, exhibits, executive promotion in industry, business and consumer groups.

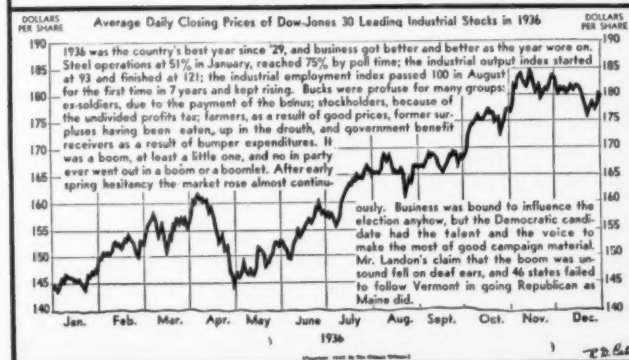
Orchids to the Railroads, Too

ONE OF THE GREAT CONTRIBUTING FACTORS to success of the automotive business in this country has been the installment finance plan which permits consumers to buy their transportation on deferred terms. A man who wanted to use 5,000 miles of automotive travel could pay for it by the month, but if he wanted to take 5,000 miles of railroad travel he had to pay the full amount on the line.

The railroads now have an installment purchase plan—and it looks like the smartest of their many recent moderni-

The Stock Market in Presidential Years

No. 10. The Roosevelt-Landon Election of 1936



zation movements. Last week 66 railroads joined together in announcing a travel credit plan to take effect May 20—a plan so simple in its terms that its use requires no collateral, no down payment and a very small service charge for the credit accommodation.

The prospective user merely goes to the ticket office of a cooperating railway and makes application for credit in the amount of the cost of the proposed trip. If the routine credit inquiry indicates an ability to meet monthly payments, he is notified that his ticket is ready for him. The application is passed upon within 24 hours. Credit is not necessarily confined to the cost of transportation alone. It may be used for Pullman accommodations, all-expense tours which usually include hotels and meals, specified side trips and any service that is sold through the railroad ticket office. A couple in the East could not only finance a railroad trip to Seattle on the installment plan but could also include from that point an Alaskan cruise.

Pabst—and Pabco

NEWSPAPER READERS IN METROPOLITAN CITIES saw on May 7 full-page advertisements by the Pabst Brewing Co. which had practically nothing to say about Blue Ribbon beer but which SM believes will result in the sale of a tremendous amount of their bottles, cans and kegs. Headed "This Is a Blue Ribbon Country," the copy asks Americans to count their blessings. "This is the best place on earth!" the copy reads. "Your ballot is louder than the thunder of dictators, isn't it? . . . You've never been hit in the teeth with the butt of a musket, have you, and kicked in the gutter just because someone didn't happen to like the color of your skin, or the texture of your hair, or the shape of your cheek bones?"

"You aren't afraid to discuss the state of the nation over the backyard fence with your next door neighbor, are you? . . . Your flower-beds haven't been dug up to make bomb-proofs, have they? Or black cloth put over your windows—or sand bags piled on your front porch—there's been no blackout in America, has there?"

These are only a few selected sentences from an advertisement which will make hundreds of thousands of Americans tingle with pride. Recently one of the editors of SALES MANAGEMENT got into an argument with a New York advertising agency head who made the crack that people buy products, not institutions, and went on to elaborate the point that institutional advertising was a waste of money.

He didn't convince us. We think that this Pabst ad will sell as much beer for them as the next three ads that extol the particular merits of Pabst Blue Ribbon beer.

★

A company whose abbreviated name is very much like Pabst is doing an effective public relations job which merits the applause of all manufacturers. The Paraffine Companies, Inc., known throughout the world as Pabco, have a labor relations college in Emeryville, Cal., with 300 students. The company has the cooperation of labor leaders as well as industrialists in operating this college.

Last week the company had their own advertising managers and a representative of their agency to educate laboring men on what advertising does for the wage workers.

Carl J. Eastman, the N. W. Ayer & Son representative, told the students, "Mass production, mass selling and mass advertising are inter-dependent. High wages, annual incomes, employment stabilization, improved working conditions and greater security for the workers are factors resulting, in part, from a complete advertising program . . . Advertising has had an important role in reducing luxuries

to necessities and comforts for Americans. Once electricity, automobiles, radios and telephones were available only to the wealthy. That is still true in Europe. In America, wide distribution has lowered costs and made these things standard in nearly every American home."

How Many Calls Per Sale?

KENNETH COLLINS OF THE NEW YORK TIMES, speaking the other day before a Montreal marketing group, told of a conversation he had with one of the principal officers of one of the great insurance companies. Mr. Collins asked him why he had run an advertisement just once with the *Times* and half a dozen other publications. The insurance man replied, "Why, I reached four and a half million people."

"Then I asked him how many times his average salesman had to call on a prospect before he got his signature on an application for a policy. He told me that the best records they had would indicate that it was somewhere between six and seven calls. Six and seven calls! And there the salesman was, in the man's office, face to face, able to answer questions, able to watch the reaction of his prospect, able to shift ground, and to bring up telling arguments as he saw some chance remark having its effect. Six or seven times! And yet he expected the printed advertisement that hadn't all those personal advantages to do the job in just one visit. I tell you, it can't be done."

★ ★ ★

Profits of Leading Corporations for the First Quarter

The National City Bank of New York has analyzed the first 340 corporation returns for the first quarter of the year and finds net profits up approximately 75% as compared with last year. Net profits as shown below are after the deduction of depreciation, interest, taxes, and other charges and reserves, and are printed in thousands of dollars.

No.	Industrial Groups	Net Profits First Quarter		Per Cent Change†
		1939	1940	
6	Food—baking	\$ 4,322	\$ 4,091	— 5.3
17	Food products—misc.....	18,159	20,091	+10.6
12	Textiles and apparel.....	3,928	5,255	+33.8
15	Paper products	1,471	4,565	+...
24	Chemicals, drugs, etc.....	42,239	56,980	+34.9
12	Petroleum products	5,186	29,611	+...
16	Stone, clay and glass.....	5,166	7,189	+39.2
1	Iron & steel—U. S. Steel...	661	17,114	+...
27	Iron & steel—other.....	6,153	32,088	+...
6	Metal—building equipment.	586	3,020	+...
12	Metal—electrical equipment.	10,016	18,466	+84.4
25	Metal—machinery	1,653	3,958	+...
7	Metal—office equipment ...	3,643	4,253	+16.7
10	Metal—railway equipment ..	509	5,688	+...
34	Metal products—misc.....	6,314	10,855	+71.9
1	Automobile—Gen. Motors ..	53,178	67,028	+26.0
6	Automobile—other	663	2,033	+...
23	Auto equipment	8,015	13,675	+70.6
25	Misc. manufacturing	4,604	6,057	+31.6
279	Total manufacturing	176,466	312,017	+76.8
10	Mining—coal	D-783*	1,245*	+...
15	Mining—metal	10,545*	12,683*	+20.3
9	Mining & quarrying—misc..	4,453*	5,305*	+19.1
13	Trade	239	1,841	+...
14	Service & construction.....	2,367	2,816	+19.0
340	Total	\$193,287	\$335,907	+73.8

D—Deficit. * Before certain charges. † Increases or decreases of more than 100% not computed.



Larigan



Curtice



Garrett



Mathee

EDWARD R. LARIGAN is named general sales manager of Postal Telegraph-Cable Co. For 17 years he was manager of sales and merchandising of Charles Broadway Rouss, general wholesalers. He was also assistant to the president of McClellan Stores Co. A native of Brooklyn, Mr. Larigan's hobby is squash playing. He holds several championship titles, and for ten years was rated No. 10 nationally among squash players.

HARLOW H. CURTICE, general manager of Buick Motor division of General Motors Corp., has been elected a vice-president of GM.

PAUL GARRETT, director of public relations of General Motors, has also been elected a vice-president. He was formerly with the American International Corp., and was for 11 years financial columnist and financial editor of the New York Post. He left that paper to join GM in his present capacity in 1931.

WILLIAM H. MATHEE, former president of Scott & Bowne, Bloomfield, N. J., has been appointed general manager of Horlick's Malted Milk Corp., Racine, Wis. From 1926 to 1935 he was products director of Johnson & Johnson, launching the TEK toothbrush.

NEWS REEL



Tate



Morrison



Bussmann



Mitchell

ARTHUR C. TATE is named general sales manager of Wheary Trunk Co., Racine, Wis. He has been with the firm for the past 15 years in various sales capacities, working with luggage and department stores.

GEORGE L. MORRISON, recently elected president and a director of General Baking Co., has taken over that post at the company's New York headquarters. A mechanical engineer, he is president of General Cold Storage Co., Philadelphia; vice-president of Harborside Terminal Co., Jersey City; general manager in charge of the warehouses of Pennsylvania RR.

A. G. BUSSMANN, for the past eight years a sales executive with Wickwire Spencer Steel Co., New York, succeeds R. L. Foster as general sales manager. Mr. Foster retires after 40 years in the wire products industry. Mr. Bussmann was formerly chemist for the New York Public Service Co. and chemist and welding engineer with American Steel and Wire Co.

ROBERT E. MITCHELL has been named president of the newly organized Paint Engineers, Inc., Hawthorne, N. J. He was formerly manager of paint sales of Joseph Dixon Crucible Co., and ad and sales promotion manager of Valentine & Co.

Photograph of Mr. Mathee by Masters; Mr. Bussmann, by Kay-Hart Studio; Mr. Mitchell, by D. W. Dumser.



By no means all of the goods sold in co-ops bear the co-op label. Here is a corner of the well-managed Cambridge, Mass., store which features Birds Eye frosted foods. Ninety per cent of the stores supervised by the Consumer Distribution Corp. (financed by a Filene trust fund) carry Birds Eye. The floor display at the right has both co-op shortening and Crisco.

What Attracts Members to the Cooperative Store Movement?

A survey made for SALES MANAGEMENT by the Ross Federal Research Corp. among 400 members of nine urban retail cooperatives shows that the savings appeal is decidedly secondary to the firm belief that only in co-op stores can they learn "the whole truth" about merchandise and be assured of good quality; members believe that brand grading and labelling are more explicit and understandable than in private stores.

THE retail cooperative movement is as yet no real threat to private business and to national advertising, but it is growing rapidly, and currently accounts for perhaps 1½% of the retail business. In other words, out of every \$1,000 worth of retail sales, about \$15 worth is done by the cooperative type of store.

Most of the articulate men and women active in the so-called "consumer movement" are advocates of retail cooperatives as the sure way of getting good values. A popular high school and college textbook, "When You Buy," has in one of its summary chapters this significant advice:

"A privately owned business will attempt to set the price of its goods high enough to secure the highest possible profit. The profits thus acquired go to the owners of the business and add to their wealth. The high prices placed upon oil and gasoline, for example, have helped to build some of the greatest private fortunes in America, but the consumer has paid the bill. When the consumer runs his own business and sells goods to himself, there is no incentive to raise the price or to cheat on the quality. He does not want to charge himself high prices for products of poor quality."

SALES MANAGEMENT in its November 1, 1939, issue analyzed facts and figures about cooperatives under the title, "The Cooperative Movement in the U. S. A.: How Important Is It?" Last month the editors decided to go a step further, and to find out directly from consumer members what they hoped to get from their stores, and what they were getting. Why do they join? Why do they continue as active and enthusiastic members even though no dividends or interest are paid by their individual co-op?

The editors wrote to 15 urban co-op societies in the East, stating that they would like to ask some questions of their members; would the society either forward its membership list or allow Ross Federal field workers to examine it in the store? Thirteen societies answered, "Yes," which is rather surprising in view of the fact that SALES MANAGEMENT might quite naturally be regarded with suspicion—as being a voice of capitalistic enterprise. Perhaps their suspicion was allayed by the approval granted to the survey by the Co-Operative League of the U. S.

Nine co-ops were chosen for the survey, ranging from Boston to the famous Greenbelt cooperative near Washington.* Ross Federal workers chose names at random from the membership lists and called at members' homes, usually in the evening when both husband and wife were most likely to be there.

400 completed interviews were secured. The respondents were almost entirely in the white-collar class, and organizers and supervisors of cooperatives admit that this is a decided weakness of the movement in urban centers. Co-ops seem to have little appeal to wage earners. They do, however, to farmers, and in many rural centers the division of retail trade is as high as 80% regular stores and 20% co-ops.

How Long in the Co-op Movement?

The first question asked was, "How long have you been a member of a co-op?" The answers were:

Less than one year . . . 22.8%
One to two years . . . 16.0
Over two years . . . 61.2

This first question concerned membership in any co-op rather than the
(Continued on page 67)

*The 400 interviews were made with co-op members in Greenbelt, Md., Cambridge, Fall River and Maynard, Mass., New Haven, Conn., White Plains and Tuckahoe, N. Y., Rutherford and Leonia, N. J. An executive of the national cooperative movement says that these are typical co-op stores: three are among the largest and best managed, two are badly managed and unsuccessful, the others are average.

SALES MANAGEMENT

Why Do People Belong to Co-ops?

The primary purpose of the survey was to discover the basic and most impelling reasons why people belong to co-ops. A set of 15 statements was developed from a study of co-op literature and from listening to enthusiastic co-op members, each statement being a reason for membership.

The statements were shown to the 400 urban co-op members in the following form. Percentage figures show the relative importance which members assigned to each statement.

Friends of the cooperative movement have advanced the following arguments in favor of cooperatives . . . please indicate by check marks the relative importance to you of each reason:		Vitally Important	Moderately Important	Of lesser Importance	False	Don't Know
No. 1	Consumer members save the retailer's profit.	48.4%	24.8%	13.8%	3.3%	9.7%
No. 2	Cooperatives can be operated at less expense.	51.0	18.2	13.3	5.5	12.0
No. 3	The profits of wholesaling, as well as retailing, can be saved for the consumer member.	57.8	18.5	11.5	2.0	10.2
No. 4	Consumers are willing to put in extra effort to get the goods, thus avoiding competitive sales and advertising costs.	57.8	21.2	13.3	3.7	5.0
No. 5	Cooperatives can be depended upon to tell the whole truth about merchandise.	88.5	6.2	3.5	.3	1.5
No. 6	Even where there is no money saving, the co-operative member may reasonably expect better quality.	80.3	12.5	5.5	1.2	1.5
No. 7	Cooperatives are a protection against monopoly prices and practices of private industry.	65.2	16.0	11.8	2.2	4.8
No. 8	Cooperatives are a yardstick by which fair distribution costs may be measured and they are a means of holding prices down.	57.7	18.0	14.8	3.0	6.5
No. 9	Cooperatives are the beginning of a new and better way of life based on the ideal of human cooperation — "each for all and all for each."	69.5	15.3	10.0	2.0	3.2
No. 10	Social advantages and/or facilities are provided by and for the group.	28.5	12.5	52.8	3.5	2.7
No. 11	Cooperatives give the average person greater understanding of the economic problems of present-day life.	60.5	21.2	12.3	2.0	4.0
No. 12	Cooperatives afford adults a dignified recreation of the childhood delight in "playing store."	22.0	8.8	47.5	18.2	3.5
No. 13	The cooperative movement seeks to perpetuate the "American idea," which is today gravely threatened by powerful forces in a rapidly changing world.	59.8	21.0	10.0	3.0	6.2
No. 14	Brand gradings and labeling are more explicit and understandable than in private stores.	72.8	14.0	8.0	2.0	3.2
No. 15	The fact that more than 600 items are now available under a uniform co-op label contributes highly to the convenience and ease of purchasing.	74.3	13.0	7.2	.5	5.0



Mr. Bedau (pointing to the machine) gives a selling demonstration to his San Francisco sales staff.

Shirt Sleeve Sales Meetings That Stimulate the Will to Sell

Instead of having a tonic effect on the salesmen, most sales meetings leave them bored, sleepy and irritable. Better planning, more variety in programs, and a well-defined series of objectives will breathe new life into them.

Based on an interview with
HUGO A. BEDAU

*District Sales Agent, Marchant Calculating Machine Co.,
San Francisco*

ROUTINE and monotony are the blight of sales meetings and, eventually, the death of sales. Artificial "pep" sessions, however, are not the alternative, any more than are set formulas. Meetings effectively used by our organization can be so used in others, but the experienced sales manager hardly needs to be reminded that variety is the spice of sales meetings.

In formulating programs, therefore, the wise sales manager will adapt to his own organization any good program ideas that he comes across, but at the same time he will try to understand the underlying factors that make sales meetings mean something. Before attempting to develop the technical side of formulating programs for meetings, the sales executive will do well to survey the fundamentals of the subject.

The mass sales meeting usually presents no problem. The big annual party, the sales convention of the Hollywood type, is rarely anything but

a complete success—with food and drinks on the house, of course. The sales manager's real problem is the handling of the ordinary week-in, week-out, month-in, month-out variety of sales meetings, the little groups of six to eight men—even ranging up to 15, 20 or 25 men—that meet all over this land. How many sales managers are honest with themselves concerning the value of these meetings to the men and to themselves?

Not so long ago I asked about 200 salesmen and some 100 sales managers essentially the same question: "What, in your opinion, is the attitude of the average salesman towards the average sales meeting, and why?"

Do you think I could get immediate, unequivocal answers? The first response to such a question is usually evasion; but press the point and boil down the answers and you get something like this:

Replies from salesmen: "Sales meetings are the bunk"; "a waste of time"; "sales manager wants to show off";

"same old stuff"; "the big boy wants to give a public bawling out to one of the fellows"; "it's the same old table pounding—we want more orders."

Replies from the sales managers indicate equal disheartenment: "Generally a waste of time"; "ends in a 'bull session'"; "men get tired and restless"; "frequent meetings generally of little value."

Incidentally, it is a good idea not to be content with the answers from the other company's salesmen. If you can take it—have some other sales manager question your own salesmen. That's a really useful piece of research.

We would have an entirely opposite set of answers to this question if more sales managers understood the basic aims of the regular sales meeting and studied how to make them effective.

What we all want are: First, increased sales and increased personal income; second, the strengthening of the organization, the building of stronger men and more able representatives.

The underlying objective in every sales meeting is to expand and develop the vision and understanding of the salesmen. I believe that the salesman must be the principal performer in the development of the sales meeting program. He should be the one to profit from any number of angles; it is equally obvious that the purpose of a sales meeting is not to furnish an audience for a sales manager.

The essentials of our subject involve an understanding of the basic mechanics of a sale, as far as the factors

within the control of the salesmen are concerned. These factors are three:

1. The spoken word;
2. The printed word;
3. The display of the merchandise.

The first factor concerns the salesman's presentation. The second factor is, in effect, a predigested sales talk, regardless of whether it is advertising in the conventional manner, or bulletins, or salesmen's promotional material. The third factor involves the demonstration of the product. Coupled with these factors is the inescapable query, "What steps can a salesman take to increase his sales and improve his accomplishments?" He can:

1. Improve his presentation;
2. Increase the number of his interviews and demonstrations;
3. Both improve his presentation and increase the number of interviews.

Obviously, if the man is now securing a certain result, he should be able to increase his sales if he made the same number of interviews, but developed a more effective and resultful presentation. Also, it follows that the old presentation given to more prospects would increase sales. Therefore, a perfected sales talk, greater understanding, and improved mental attitude, plus an increase in effective contacts, should greatly increase his sales and his income.

The sales manager who understands these fundamentals of salesmanship will be able to see the value of the weekly sales meeting in promoting the desired ends. It is reasonable to assume that the most efficient and least costly way to bring to each salesman the full realization of his true position in the plan and distribution of his product is by means of the sales meeting technique.

Every sales manager should have a long-term plan. Successful programs require study, investigation, careful selection and planning—in brief, hard work.

Eight Long-Term Objectives

After years of study and experiment, I believe that the sales leader must consider four essential factors in developing sales meetings:

1. Objectives to be accomplished;
2. Subject matter to be presented;
3. Frequency and length of meetings;
4. Technique of conducting the meetings.

Let us expand these fundamentals by recognizing that certain objectives are the keystone of each meeting, as well as of a whole program over any period of time. They can be enumerated, for example, as follows:

- a—To develop a unified sales presentation;
- b—To achieve a demonstration technique;
- c—To develop a more professional attitude toward the job of salesmanship;
- d—To raise the standard and ability of salesmen and build a strong organization for consistent performance;
- e—To develop a desired character for the business by instilling certain habits of thinking and expressions in the representatives of the business—a first essential in public relations;
- f—To teach and train men in the art of salesmanship and self-management in selling;
- g—To develop a "success" mental attitude and organization *esprit de corps*;
- h—To develop public speaking ability and group presentation.

Subject matter seems to have no limitation excepting one's own imagination. No man anticipates with eager enthusiasm the constant rehashing of the "same old subject." Just a few random topics by way of suggestion:

- a—Special sales approaches;
- b—Analysis of each point in the demonstration;
- c—Inter-office cooperation;
- d—How to secure demonstrations;
- e—How to close deals;
- f—Specific and successful merchandising plans;
- g—Study of each type of prospect by business or profession;
- h—How to make present users or customers effective in creating and closing new deals;
- i—How to meet the trade-in problem;
- j—How to prepare and present proposals.

When? How Long? How Often?

The frequency and length of meetings can vary in great degree. The needs of the situations, extensiveness of the program, progress necessary to attain the objectives will largely give the answer to this question. Aggressive management might consider any one, or a combination of the following:

- a—Morning meetings of 15 to 45 minutes—two or three times a week or every day, beginning at 8:00 or 8:30 a.m.;
- b—Saturday morning meetings of one to three hours each, or a meeting each Monday night, from 6:00 to 9:00 p.m.;
- c—Short, special meetings at any time of the day upon sufficient notice for some urgent reason—these to be on rare occasions only;
- d—Sales conventions, once or twice a month, as all-day sessions, or beginning at 2:00 p.m., including a dinner and night session, or the annual three- or four-day sales conference.

The technique of conducting meetings as much as anything else, has caused men either to anticipate with enthusiasm or disgust the announcement of a meeting or series of meetings. There are several approaches

that may be used singly or in combination, according to the material in hand or the objectives in mind. These methods offer unlimited possibilities:

- a—Leadership by the management or an acknowledged representative of the management—the sales manager;
- b—Leadership by individual salesmen;
- c—The teaching method;
- d—The lecture method;
- e—The discussion method;
- f—The question asking method;
- g—A blackboard can be used effectively by giving chalk talks in combination with the foregoing.

This outline will help to visualize the component parts to be incorporated in the thinking and planning of a meeting, be it for 15 minutes, for two hours, or for an entire day. To get down to specific applications and examples:

In our organization, it is my practice to hold sales meetings on Monday, Wednesday and Friday mornings from 8:00 to 9:00. Occasionally, during the month, I will hold a 15-minute session at 5:00 in the evening. It is my custom to hold monthly sales meetings, usually beginning at either two in the afternoon or at nine in the morning.

If the meeting starts at nine in the morning, an hour and a half is given to machine applications, which is a matter of studying figure work problems found in any type of business. (Ours happens to be producing and marketing calculating machines.) After a ten-minute recess, we take up machine demonstrations. The men actually go through a complete sales presentation; they have to sell one another. The process is dramatized and acted out. The men criticize one another's selling methods and approach.

Proving Ground for New Men

In this connection, I might mention that I have had many interesting experiences in absorbing new men into my sales group. When a new man comes in I know that he is going to tell me he makes a much poorer demonstration or gives a much less effective sales presentation before our group than when he is out in the territory. I have a stock answer to that—that he can make a chump out of himself before our group and it will not cost him a cent! I know that man is giving the same demonstration to prospects and, very likely, they are checking him off, not wanting to hurt his feelings, though they do cut the heart out of his income.

It gives the sales manager a real thrill to see this self-conscious and actually self-accusing man to the point

where he can stand in front of his own fellow salesmen and give a dramatic and effective sales presentation that actually sells his own group! When that man is out in the territory, I can guarantee that his prospects want what he has to offer. This is how our men go to school and learn to sell one another. I teach by example, by demonstration.

This session of our day's meeting ends with an hour and a half recess and lunch. We reconvene for a two-hour session followed by a ten-minute recess, and end at 5:30. During the first afternoon session we take up the various points of our demonstration, one by one, and tear them to pieces and build them up again. The second session is devoted to special field conditions and competitive situations. After we have had a swim and a steak dinner we continue with a round-table discussion from 8 to 10 p. m. on strictly personal matters that involve our organization. Every minute of the meeting is programmed carefully and run strictly to schedule.

In any session such as the foregoing, every man in the organization may take a definite part in leadership, and I will do considerable teaching as well

as using the lecture method, the discussion method and the question-asking method to develop my points according to the requirements of each individual and the particular subject.

I like to change pace, and for a period of three or four months we will have a meeting on Wednesday and Friday mornings and on Monday nights from 6 to 9 o'clock. Then, at other times, I will cancel certain meetings during the week and have a two to three-hour session Saturday.

Three times during the past six years I have cut out sales meetings entirely for two or three months and each time have learned anew that there was considerable loss in sales efficiency and that there is no substitute for sales meetings.

Two years ago I used David Osborn's "Self-Management in Selling" as a textbook for my 6 to 9 o'clock Monday evening meetings. It took us seven months to complete our study. Incidentally this book is a masterpiece as a guide in teaching the fundamentals of salesmanship and in teaching men the art of self-management. It will do a most effective job in assisting men of ambition to qualify for sales management responsibilities.

Advertising Campaigns

[Old and New Products as Promoted in Newspapers, Magazines, Radio, Billboards and Dealer Helps]

Fresh

Best Foods, Inc., N. Y., now that salad days are here, has started a drive on Hellman's and Best Foods Real Mayonnaise. A series of 1,000-line color insertions and 500-line monotone insertions is being used in 25 Sunday newspapers c-to-c. This is a 25% increase over last year's lineage.

Color pages in *Life*, *Good Housekeeping*, *Better Homes & Gardens*, *American Home* and posters in about 350 cities will also run until October. "Freshness" and "real" mayonnaise, as heretofore, are the themes stressed in copy. Benton & Bowles, N. Y., is the agency.

No Prickles

Because it gets hotter in the South than in other parts of the country, that section is a fine market for Johnson & Johnson's baby powder, which relieves prickly heat. Hence the New Brunswick, N. J., firm is reinforcing its series in 16 magazines by space in these newspapers:

Atlanta Journal, *Dallas News*, *Fort Worth Star-Telegram*, *Houston Chron-*

icle, *Kansas City Star*, *Louisville Courier-Journal*, *Memphis Commercial-Appeal*, *Miami Herald*, *New Orleans Item-Tribune*, *St. Louis Post-Dispatch*.

Magazines on the list: *Capper's Farmer*, *Country Gentleman*, *Household*, *Ladies' Home Journal*, *McCall's*, *Modern Romances*, *Modern Screen*, *Parents'*, *Progressive Farmer*, *Screen Romances*, *Southern Agriculturalist*, *True Confessions*, *True Experiences*, *True Romances*, *True Story*, *Woman's Home Companion*.

Young & Rubicam agency, N. Y., prepares the ads which picture cuddlesome babies being soothed with J & J's powder. Dealer displays are additional.

Richfield Hook

Richfield Oil Corp., Los Angeles, shattered its gasoline sales record in '39 by hitching to Hollywood stars. Test apparatus was installed in the cinema celebs' cars and Richfield engineers rode with them as they drove themselves. Efficiency curves were recorded for speed, mileage, etc., for Richfield gas and ten competitors.

Stars' approval of Richfield was then publicized on billboards and in newspapers throughout Cal., Wash., Ore., Ariz., Nev. The company has no stations of its own, selling through some 7,000 independents.

A "hook" was needed to renew consumer interest in the Hollywood tie-up. Hixson-O'Donnel, Los Angeles agency, found it in the public hunger for photographs of film notables. Studios give away tons of black and white photos. Richfield supplied its dealers with color portraits to be given away under the stimulus of newspaper and radio ads.

Within two weeks after the first portrait was issued, over 600,000 copies were given to people who asked for it at Richfield stations. Dealers limit them as far as possible to adults, encourage collections of the whole series. Issued every two weeks the pictures are eight by ten inches, reproduced from Kodachrome by an offset process. They have biographies of the stars on the back, no advertising.

Maca

Northwestern Yeast Co., Chicago, has begun a 22-week test on its new Maca yeast, using Station WENR, Chicago, thrice weekly. The 15-minute program (songs, poetry and "homespun philosophy" by Gene Baker) is in addition to the firm's regular "Yeast Foamers" program which continues on WLS, Chicago; WOWO, Fort Wayne; WKRC, Cincinnati; WJR, Detroit; WMMN, Fairmount, W. Va.; WHAM, Rochester, N. Y.; WGY, Schenectady; WLBZ, Bangor; WMT, Cedar Rapids; KSO, Des Moines; WCCO, Minneapolis; KMA, Shenandoah, Iowa; KFEQ, St. Joseph; WIBW, Topeka; KOMA, Oklahoma City; WFAA, Dallas; KPO, San Francisco; WDZ, Tuscola, Ill.; XEAW, Reynosa, Mexico.

The company has been on the air almost continuously for the past ten years. Hays MacFarland, Chicago, is the agency.

SteriTized

Blumenthal Print Works, New Orleans, introduces "SteriTized" mattress fabric. Bacteria repellent, water repellent . . . Guards against spread of infection. Avoids perspiration stains and odor . . . Longer wear."

The nation's 500 mattress manufacturers are being told that the new ticking enables retailers to "trade up" customers. Literature is being furnished both makers and retailers, as well as display material and newspaper mats. Trade copy is running in *The Bedding Manufacturer*, *National*

SALES MANAGEMENT

Furniture Review, Furniture Age, Retailing Home Furnishing, Institutions.

Consumer copy, featuring a "Knight of Health," is running in *House & Garden*, with other media to be added. Fitzgerald agency, New Orleans, is in charge.

Kiss the Stamps Good-bye

Pitney-Bowes Postage Meter Co., Stamford, Conn., announces the largest ad campaign in its 20 years of business. Sales of P-B and its Canadian subsidiary—"world's leading manufacturer of postage meters and office mailing equipment"—in the first quarter of 1940 exceeded those of any previous first quarter.

To maintain and expand this growth, color pages are scheduled for *Fortune*, b. & w. space for *American Business*, *Burroughs Clearing House*, *Business Week*, *Canadian Business*, *Forbes*, *Nation's Business*, *Shipping Management*, *Time*. Copy (by Leo E. McGivena agency, N. Y.) headlined "Kiss the stamps good-bye, No nice girl sponges" and other humorous quips will recite several advantages: Protection against loss and theft, time saving, convenience, automatic accounting, etc.

A separate effort in *Postmasters Gazette*, *Postmasters Advocate*, *Postal Supervisor*, *Union Postal Clerk*, *Post Office Clerk*, will be expository and institutional, telling 200,000 postal workers how metered mail now accounts for 27%—\$121,000,000—of all U. S. mail.

Up for Calvert

Calvert Distillers Corp., N. Y., increases its newspaper coverage by employing 290 papers of 250 cities during this month for its "Reserve" and "Special" whisky brands. Ads up to 750 lines are appearing. The promotion is a rise of 116% over last May.

Color ads in *Life* and *Collier's*, car cards and outdoor posters in a number of cities supplement. Erwin, Wasey, N. Y. agency, is in charge.

Royal Desserts

Standard Brands, Inc., N. Y., having named Sherman K. Ellis, N. Y., as its new agency for Royal gelatin and puddings, switches from radio to newspapers and magazines.

Full pages in color are to run in *Life*, *Good Housekeeping*, *McCall's*, *Ladies' Home Journal*. Full color space is also set for Sunday magazine sections of 49 newspapers. Copy will highlight favorite movie stars and recipes using Royal desserts.

A direct appeal to children is to

be made by half-pages in color in 61 Sunday newspaper comic sections offering seven aviation premiums for box fronts and small coins. Premiums range from a "Sky Hawk" plane that "really flies" to an "Air Hostess Charm Bracelet."



Pages in color for S. O. of Ind.

2 to 1

Standard Oil Co. of Indiana, Chicago, elevates its ad appropriation and places nearly 75% of it in newspapers. In the 13 Mid-West states where it operates, some 1,713 papers—492 dailies, 1,221 weeklies—will tell readers "It's 2 to 1 for Red Crown."

That, the company asserts, is the sales leadership of Red Crown over all other gasolines. Iso-Vis motor oil also will have a similar newspaper build-up.

Outdoor ads, increased 40%, total 17,687 24-sheet posters in 986 towns, 5,000 highway approach signs for clean rest room service, 6,000 truck signs for Standard agents, and various types of signs for 23,000 dealer stations.

Spot announcements over 102 radio stations during noon-time market and crop reports, space in 27 farm journals, 41 trade papers, and a variety of direct-mail and dealer helps round out the program.

McCann-Erickson, Chicago office, has the account.

Mu\$ico

A & P Tea Co., which first used radio in 1927, returns to the air after a short lapse with a test program on three CBS stations—WEEI, Boston; WPRO, Providence; WGAN, Portland, Me.

Called "Mu\$ico," the copyrighted novelty is a game played with cards obtained at A & P stores. Cards contain five rows of five horizontal squares. Four of the squares in each row are filled with the names of song

titles, with a blank space in each row. The orchestra plays songs during the broadcast, which are checked on the cards by listeners who recognize song titles. An original song is played twice during the broadcast. When a line containing four titles is filled in, a title for the original song can then be written in the blank space. Cards are returned to the stores, and the prize-winning title is announced on the following week's broadcast.

First prize is \$100, plus 50% of the song's royalties when published. Four other cash prizes and 1,000 baskets of food are consolation.

Paris & Peart, N. Y. agency, will extend the Mu\$ico stunt nationally if it works well in New England.

Sparklers

That campaign on diamonds—first ever to sell the gems as a product in the U. S.—which DeBeers Consolidated Mines, Kimberley, South Africa, began last September, has borne fruit. It will be continued along the same lines but with four-color pages, instead of two, in some ten class and general magazines, with illustrations by famous painters, institutional copy.

Gerold M. Lauck, executive v.-p. of N. W. Ayer agency in charge, just returned from consulting with DeBeers executives in Kimberley and London, reports that "owing to the promotion, the added stimulus on the part of jewelers, and the increased use of newspaper space by them, there has been a rise in diamond imports. Imports of cut gems for 1939 were valued at \$27,000,000 as against \$17,000,000 for '38.

"In spite of the war, shipments of diamonds to the U. S. in adequate quantities are assured, with no spectacular price increases. In Europe," he pointed out, "particularly in France, diamonds and paintings of old masters are being purchased by the wealthy as a protection against possible currency inflation."

"Show Boat" Revived

One of the most famous names of radio history has been taken out of storage and put to work: "Show Boat." Maxwell House coffee silenced the Boat's whistle in October, 1937, after it had been tootling for years in the interest of "good to the last drop."

Now Brown & Williamson Tobacco Co. has given the name to its Friday evening program on 64 NBC Blue network stations in behalf of Avalon cigarettes. Russell M. Seeds agency, Chicago, prepares the commercials for the half-hour period.

Ozite's Eye-Opener for Dealers Who Suffer from a Price Complex

A Curtis survey showed that rug retailers were consistently trading down on the potential market for rug cushions. Clinton Carpet Co. turned the findings into a film presentation which has been used with marked success.

Based on an interview by a staff writer with

L. H. REGENSBURG

President, Clinton Carpet Co., Chicago

"ONE salesman showed it 110 times and it clicked every time.

"Salesmen say it is the finest sales tool they've ever had.

"We are opening the eyes of store operators everywhere with amazing results."

These are quotations from a conversation with L. H. Regensburg, president of Clinton Carpet Co., sales division of American Hair & Felt Co., Chicago. He was telling SM about the slide film and sales presentation which his company has built entirely around a study made last Summer in Cleveland by the division of commercial research of Curtis Publishing Co.

Curtis, on behalf of its *Ladies' Home Journal*, sent a trained corps of interviewers into Cleveland to discover what housewives knew, what they were thinking, what their preferences were, and other facts about rug cushions. Three hundred women in families coming under four different income groups were questioned. The divisions, based on annual family income, were: More than \$2,150; \$1,450 to \$2,150; \$864 to \$1,450; less than \$864.

The first question asked was:

"What do you think are the advantages or benefits of having rug cushions under your rugs?"

Two hundred and ninety-two women agreed that there were advantages and immediately gave 596 reasons. The leading advantages were:

Rugs wear longer, 80.7%; softer to walk on, 57.3%; quieter, 12.7%; protects rugs from roughness in the floor, 9.3%; warmer, 5.7%. Other reasons included mothproof feature, rugs look and feel expensive, rugs do not slip, look better, rugs clean easier, rugs cleaner, rugs lie down better, protect floor, etc. Classified, 56% of the

reasons came under the heading of economy and 44% under quality.

Question number two was:

If you were going to buy a rug cushion what brand would you buy?"

It was found that 57.5% mentioned either a definite brand name or something that was close to a brand name; 22.5% were more vague in their identification of brand; and 20% had no preference. Among the women who expressed brand preference, 53.2% named Ozite. Twelve per cent of the women used such expressions as "waffle weave," "moth proof" or "the best," which indicated some special idea, but brand ignorance. Six per cent said they would want an "advertised name."

The third question was:

"How much would you expect to pay for a 9x12 rug cushion?"

This revealed a surprising knowledge of prices on the part of the

women. Of those who named a price, 63.7% expected to pay \$8 or more. Of those who preferred Ozite and named a price, 85% expected to pay \$8 or more.

The fourth question:

"If you were going to buy a rug cushion, please name the store you would visit first."

The replies to this question gave a rather surprising look into the buying habits of women. Seventy-nine and three-tenths per cent of them named one of six of the leading stores of the city. Twenty and seven-tenths scattered their mention among 16 other stores.

"Well, does that mean anything?" a store operator, seeing the figures, asked an executive of Clinton Carpet.

"We'll see," he replied, and went to the company's books to check Ozite sales to these stores. Mentions and sales of Ozite, it was found, compare, as follows:

	Mentions in Curtis Survey	Actual Purchases of Ozite
Store No. 1.....	23.3%	33.0%
Store No. 2.....	18.3%	23.0%
Store No. 3.....	15.0%	14.0%
Store No. 4.....	11.7%	16.0%
Store No. 5.....	05.7%	12.0%
Store No. 6.....	05.3%	02.0%

Apparently there is a close relationship between the stores the women have in mind and the ratio of purchases.

These three scenes from Ozite's 35-mm. slide film (equipment by Illustravox) illustrate how the company is educating dealers whose previous sales talk has been the parrot-cry of "cheap, cheap." The presentation is founded on a survey made by the *Ladies' Home Journal* on women's knowledge of and preference in rug cushions.



The rug salesman has had a bad day. At home his wife tells him, "Maybe you don't know what women are thinking. Come, read the *Ladies' Home Journal* and you'll get some ideas." She gives him a "fight talk" on women as potential customers.

"Are you familiar with the materials rug cushions are made of?" was another question. The answers were: No, 70.3%; Yes, 29.7%.

"What are the different materials used in making rug cushions?" was asked. Fifty-five women at once said hair; 20 said fiber; 17 thought it was wool; 15 replied felt and ten considered jute. Six said cotton. Other materials suggested were hemp, paper, burlap, waffle pads, batting, cedar pads, down, grass, kapok, moth prevention material, rubber mesh and string!

As a result of the survey, using the cross-section as a measuring stick, the following points are brought out:

Number of women in Cleveland who know the advantages of rug pads	213,000
Number of women in Cleveland who have not bought a rug pad in five years	196,000
Number of women in Cleveland who definitely prefer Ozite....	107,000
Number of women in Cleveland who would pay the price.....	78,000

Presuming that what is true in Cleveland is relatively true in other cities, Ozite salesmen point out to store buyers in other cities that out of every ten women who enter their departments:

Eight know the advantages of cushions.

Seven have not purchased rug cushions in five years.

Six have a definite preference for Ozite.

Three already expect to pay more than \$8 for a 9 x 12 cushion.

Seventy and three-tenths per cent of the women questioned admitted that they were unfamiliar with the materials used in the manufacture of rug

cushions. Here, Clinton Carpet Co. officials point out, is opportunity for a sales job. Explain, they say, that hair is the one superior material and sell them the better type of cushion—to the advantage of the buyer and to the greater profit of the store. And then:

"Identify your store as headquarters for Ozite."

Mr. Regensburg cited a recent incident to illustrate what is meant by good and bad selling. An Ozite salesman recently called on a buyer in a large department store. When he got off the elevator his eye was met by the sign:

"Rug cushions, \$4.95."

Pointing to the sign he asked:

"Why have you put a sign like that there?"

"To sell rug cushions," was the reply.

"Let me show you what the *Ladies' Home Journal* has learned about rug cushions . . . and women . . . in its Cleveland study," he suggested. "Let me show you the slide film we've built, based on that survey. Let me call to your attention the fact that these figures are not ours . . . but an unbiased survey . . . by a disinterested party . . . one seeking only the facts"

After that was done the Ozite salesman asked:

"With that showing, with all these women coming in thinking Ozite, with so many women thinking of high quality, with so many having no price range fixed in their minds, with so many mentally ready to buy higher quality and higher profit goods . . . why hit them in the eye with the \$4.95 figure?"

"Well, it's something to start with. Salesmen are expected to sell them *up*."

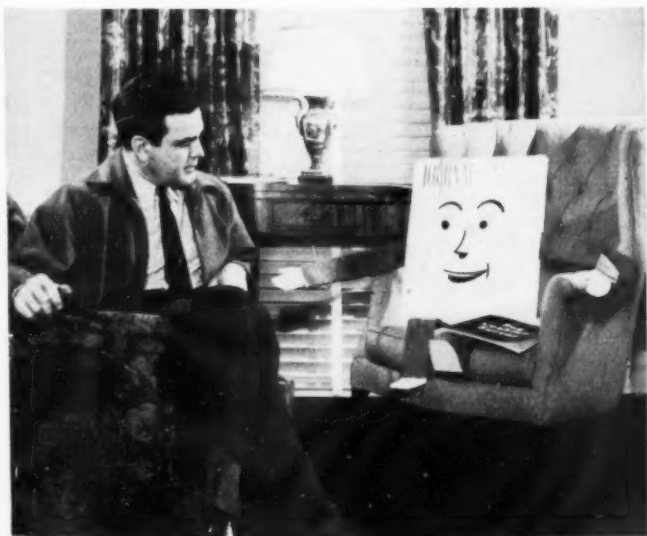


L. H. Regensburg has had an Horatio Alger business career. Born in Chicago, his first job as a boy was selling groceries, from a basket on his arm, to the tugboaters on the Chicago River front. Next, he rose to be a \$3-a-week errand boy for a wholesale grocer, washing sample dishes in his spare time. Years later he retired from the sales managership of Albert Pick & Co. with what he thought was "enough" at 40 years of age. Retirement, however, palled, and he returned to business and to assist in developing Ozite. In the past 17 years more than 60,000,000 square yards of it have been laid down.



"Why make the salesman's job harder?" Why stymie him at the start by suggesting a low-price low-profit level? Start at the top. If you can't sell there you can always come down. Why sow seed for a sale that will prove unsatisfactory to the customer and of small profit to you? Why tell a woman who comes into your store ready to spend \$10 or \$12 for a good cushion that you've a substitute she can get for \$4.95? Any good business judgment in that?"

"You're right," said the buyer. Then he walked across the floor, took down the sign and tore it into bits. "That's that," he said.



She leaves the magazine in her chair, and her husband falls into a reverie. Whereupon the magazine comes to life and tells the story of the Curtis Publishing Co. survey among Cleveland women. "And this," it says, "is what it means to you . . ."



Next morning at the store a customer comes in. She wants Ozite. She expects to pay its high-quality price. Does the freshly-awakened salesman "start" her with a low-priced substitute? Certainly not. He knows his stuff now.



"Mr. Dillon is out, Mr. Wade and Mr. McElroy are in conference, and no, I haven't got a girl friend."



"That's better," commented the Ozite salesman. "Remember this, we've been advertising Ozite nationally for 17 years. Hundreds of thousands of women know Ozite. They know it's made of real hair, the finest rug cushion material known. Take advantage of all that. Start your sale, always, with Ozite. Show them the value of investing in Ozite. Probably her heart's set on Ozite when she comes in. Any reason to swing her to a cheap, jute substitute?"

"Here's our advertising schedule for the 1940 Spring campaign," Mr. Regensburg told SM. "On the list are *Good Housekeeping*, *McCall's*, *Woman's Home Companion*, *Ladies' Home Journal*, *American Home*, *Better Homes & Gardens*, *Time*, *Fortune*, *Collier's*, *Parents'*, *Sunset*, *House & Garden*, *House Beautiful* and *Brides' Magazine*. The total circulation is 24,677,000."

Trade publications in the furniture and floor covering fields on the list are *Retailing*, *Carpet Trade Review*, *Rug Profits* and *Western Home Furnisher*. Ten hotel and theatre magazines scheduled are *Hotel Monthly*, *Hotel Management*, *National Hotel Digest*, *Southern Hotel Journal*, *Texas Hotel Review*, *Pacific Coast Record*, *Western*

Hotel Reporter, *Keeler's Pacific Hotel Review*, *Tavern Talk* and *Modern Theatre*.

Besides the above free mats are available to dealers for use in local newspapers.

"Of all the women questioned in the survey, 53.2% frankly said that they preferred Ozite to all other rug cushions," said Mr. Regensburg. "Another 8.7% indicated that they would rely on the advice of the dealer. Then why, I ask, should any dealer anywhere ever offer a woman first a low-price, low-profit cushion?"

"What seems to stick in the crop of smart executives in the bigger stores," said Mr. Regensburg, "is the suggestion that if this situation is true in the rug cushion department, and the proof is there that it is, may not the same situation be found in all other departments? Top flight sales executives in many stores have been rather startled by this presentation and, after seeing it, have asked us to show it, with the slide film, to various other departments. They admit that we've got something, not only for the rug departments but for the whole store."

"A survey can be a substitute for guesswork; factual information that supplies the answer to a theory. Our

slide film presents the results of a survey, dramatizing it and transferring it into human interest.

"It shows, and perhaps for the first time, how a poll can be developed into a stimulating device for salespeople. Salesmen in stores have a tendency to jump at conclusions. They're likely to jump at the conclusion that it's the cheap thing that sells. Here is an example of a survey that interprets and gives a fresh viewpoint and a fresh starting point.

"Contrary to the belief of the average salesman, this survey shows, 50% of the women expect to buy a higher priced rug pad than the salesman is prepared to show them or will offer them. Let me give you a concrete example. One of our men was in an eastern coal mining town. A merchant told him, 'We can't sell Ozite. Our people are price buyers. Stuff's got to be cheap here or it doesn't move.' Our man replied, 'I think the fault lies with your men. They're price-minded. They don't try.'

"He showed the merchant the survey and pointed out what it revealed. After some argument he replied, 'Well, we'll give your idea a try.'

"Mid-morning the next day our man dropped into the store. The merchant said to him, a bit excitedly, 'We sold Ozite to the first three women who came in this morning to look at rug cushions. Not a single miss. You were right. The fault has been with us.'

Continuity and production of the slide film was by Earle Ludgin, Inc., advertising agency, Chicago.

Cedar Shingle Bureau Stages "Over-Roofing Month"

Largest merchandising effort ever undertaken by the lumber industry on behalf of retail lumber dealers has been released by the Red Cedar Shingle Bureau, Seattle. Space in *S. E. P.*, *American Home*, *Better Homes & Gardens*, *Farm Journal & Farmer's Wife*, *Country Gentleman*, *Hoard's Dairyman*, *Successful Farming*, *American Builder*, *Practical Builder*, *National Real Estate Journal* and 20 trade publications to proclaim that May is "National Red Cedar Shingle Over-Roofing Month."

A broadside was mailed to the 23,000 lumber dealers describing the promotion and offering a supply of mats for local newspaper use, display material, etc. All of the publicity reiterates the point that the best way to re-roof is to over-roof: "Certigrade cedar shingles applied right over the old ones."

Botsford, Constantine & Gardner, Seattle, is the agency.

THE CASE OF THE MIXED-UP MEDICINE

(it actually happened)



1 Look, Mother! Here's the baby's medicine. Fred and Grace were supposed to take with them. I'll bet they took the wrong bottle by mistake. . . . I'm going to call the police!



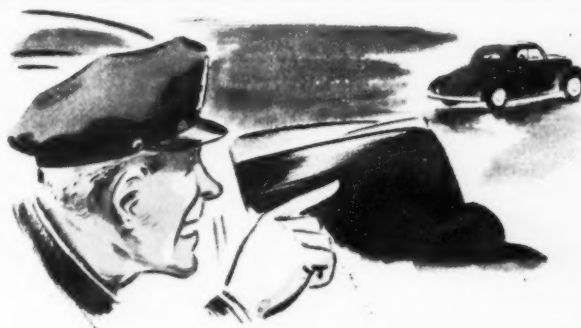
2 . . . they're in a green coupe headed for Boston. The license number is X3857. You must do something to stop them.



3 Send this message by teletype at once to all stations between here and Boston. Make it fast. A baby's life is in danger.



4 8-state alarm—stop dark green coupe, license X3857. Man named F— B— with wife and baby. They took wrong medicine bottle for baby. The one they have contains 1 per cent atrophine sulphate. Stop car and warn them. If supposed medicine has already been administered, use any emetic.



5 ONE HOUR LATER. That's the car we're after, Harry. Let's go!



6 We've just received the following message by teletype — Baby out of danger.

THE same factors that recommend Bell System Teletypewriter Service to the police make it valuable to modern business also. It flashes messages with speed and the accuracy of the written word. Saves time, error, and money. A Bell System representative will gladly tell you how. You can reach him readily through your local telephone office.



New Products and Markets

[From technical journals, bankers, company reports and other sources come these items that spell OPPORTUNITY]

Really nutritive artificial milk has been a long-sought goal of many scientists and is now believed to have been found in a product made by homogenizing butter, corn oil, coconut oil, soy bean oil and cottonseed oil with skim milk.

* * *

The air-conditioned pipe is what Monarck Manufacturing Co., Chicago, calls its new smoker's delight. Major part of the pipe is aluminum, the smoke going through a condensation process whereby oil, tar and moisture are retained on the inside wall of an aluminum chamber.

* * *

Harassed husbands perennially unable to find socks around the house without holes in them may find relief in Mend-Sox equipment, consisting of a "vulcanizer" and nine assorted-color fabric patches which can be effectively cemented over a hole in 15 seconds. Mend-Sox, New York, is the manufacturer.

* * *

The newly-perfected Westinghouse Sterilamp of 30-inch design is made for use in places where widespread, bacteria-killing ultraviolet radiation is desired.

* * *

Small-package trend is being followed by Perfection Stove Co. in its new oil-burner furnace which is said to require only two square feet of floor space. Air-conditioned, it heats by air ducts and has thermostat control.

* * *

A new gasoline called Triptan, said to provide as much as 50% more power than the best military fuels now available, is announced by Dr. Gustav Egloff, of the Universal Oil Products Co., a Chicago patents company.

* * *

The problem of fallen leaves on lawns, parks and elsewhere finds a solution without restoring to raking, hauling and burning in the leaf-pulverizing machine of Standard Manufacturing & Sales Corp., Lebanon, Ind. The leaves are thus gathered and re-distributed on the ground in pulverized form, providing a natural soon-disappearing fertilizer.

* * *

Writing a complete word with a single key depression is an innovation on the new low-cost Burroughs desk bookkeeping machine. The unit

is said to bring new economy of time and effort through its Short-Cut keyboard.

* * *

Streamlined aircraft parts, including wing and fuselage sheathing, motor housings, cowling, etc., are now being speedily turned out through a revolutionary use of rubber. This new Goodyear metal-forming process is said to eliminate half the machined steel dies formerly necessary.

* * *

The Henry Vogt Machine Co., Louisville, Ky., has a new automatic tube-ice machine which freezes water continuously into endless small cylinders and then cuts in any length desired. The machine is expected to find a market in industries using "sized ice," including refrigerator cars, chemical plants, packing plants, ice cream manufacturers and others.

* * *

A fast-growing new industry is glass sculpture (not glass blowing), an art known to but few in this country. The glass is gas-heated by a secret process into malleable form and then sculptured into a number of artistic objects. Valerie Halle Crystals, of Galion, Ohio, has been making outstanding strides in this field.

* * *

U. S. Rubber Co.'s laboratories have played an important part in the invention of a self-sealing airplane fuel tank which is lined with soft rubber that expands to close over bullet holes before gas leaks out. Bullet-resistant inner tubes are another of the industry's contributions to efficient warfare.

* * *

Purification of water may now be accomplished in the home through Automatic Electrical Devices' (Cincinnati) new Homozone Water Ozonizer. Water running through the faucet automatically sets the ozone generator into action.

* * *

Perhaps the most important development of the century in coal mining is the Hydraulic Mining Process, a completely new process for mining coal, exclusive rights to which are held by E. I. du Pont de Nemours & Co. In the process an electric pump forces hydraulic fluid into expansible tubing which breaks coal from the face of a seam by hydraulic pressure. Not only are hazards of high explosives elimi-

nated but desirable larger pieces of coal are obtained.

* * *

With Neoprene, Duprene, Buna and other synthetic rubber likely to relieve to some extent our dependence on foreign sources for our important rubber supply, natural-rubber-growing likewise may become a major industry in the United States. Already there are 2,000 Hevea trees producing latex in Florida, and large expansion of plantations is planned.

* * *

A revolutionary new method of opening cellophane-wrapped packages and giving promise of further promoting the art of packaging has been developed. In the case of opening a cigarette package, for example, the method permits through a single motion the tearing of the top cellophane and tobacco tax stamp, the opening of the package, the elevation of two cigarettes from the package so that digging into the pack or hitting the pack on the fingers is unnecessary.

* * *

Reconstruction of the Diesel engine to make it suitable for flying has long occupied aircraft researchers, who finally have developed a power plant weighing only 2.12 lbs. to the horsepower. Officials of the Guiberson Co., Dallas, Tex., found the motor averages 13 gallons of fuel an hour, or a third less fuel than a similarly rated gas engine would consume.

* * *

Regarded as one of the most important methods developed in the mirror industry, Libbey-Owens-Ford's new silvering process (recently acquired) cuts the time for silvering to a small fraction of the old processes.

* * *

Further important advances are being made in the application of sulfanilamide. By combining it with dinitrophenol, a high explosive, N. L. Howell and E. C. Link of Memphis have developed a product which preliminary tests indicate cures tuberculosis in guinea pigs.

* * *

An ingenious installation in which hydraulic pumps are used as power motors in addition to their normal function is found in an oil tanker owned and operated by the Reinauer Transportation Co. of N. Y.

* * *

Alexander Smith & Sons, New York, have a new fluorescent theater carpet, woven from thread impregnated with fluorescent dye and keenly responsive to radiations.

PETER B. B. ANDREWS

SALES MANAGEMENT

drip



drip



drip



Repetition . . . wears down
sales resistance

Repetition . . . the basis of
Outdoor's ability to sell

OUTDOOR ADVERTISING INCORPORATE

National Sales Representative of the Outdoor Industry

60 EAST 42nd STREET, NEW YORK CITY

ATLANTA • BALTIMORE • BOSTON • CHICAGO • CLEVELAND • DETROIT • HOUSTON • LOS ANGELES • PHILADELPHIA • ST. LOUIS • SAN FRANCISCO



Residual note that missed an earlier issue: March came in like a louse and went out like a louse.

* * *

One of this department's stalwart contribs, Ed Pope, who dubs himself the "Yankee Quipper," thinks the headline-writers missed the boat when Stalin recalled his envoy from Paris. Ed says it should have been: "Red Sails in the Sunset."

* * *

Salesmen in general can take a leaf from the book of the boys who sell radio time. Those guys are always out there selling. They cook up sound reasons why your client ought to be on the air at such and such a time with this or that, and keep hammering at it until the idea sticks . . . and they romp off with an order.

* * *

The Republicans could do worse than to nominate John D. Rockefeller, Jr. Like Caesar's wife, he is above suspicion, is head of a really successful business or two, and has spent his adult life doing good among the masses.

* * *

Sinclair's Opaline motor oil is "mellowed 80 million years." The first 80 million years are the mellowest.

* * *

Chicago's Bastian-Blessing Co., in *Soda Fountain Magazine*, describes its word EYE-nalysis as "the Bastian-Blessing way of analyzing your store to improve its eye-appeal and profit-power." Eye, eye, Sir.

* * *

A well-known beverage might refer to its printed pieces as "Calvertisements."

* * *

A bright nosegay to *Business Digest* on its new format.

* * *

In the forthcoming election, I promise to vote for any slate whose slogan is "Back to 6% Interest," regardless of party.

* * *

Gordon Gross calls the men who roast Kenny's Coffee "Roastmasters."

* * *

When Katharine Hepburn took "The Philadelphia Story" on the road, she not only stayed at my hotel but on my floor. In fact, just 20 feet away.

[30]

It's an odd sensation to meet a celebrity on the hoof on the elevator, just after you have paid \$3.33 to hear her recite some canned lines.

* * *

The boss is an amusing cuss. He held up a pipe at lunch one day and said: "They told me this was an 'Author's Pipe.' I haven't had an idea since I bought it!" Which was just for a laugh. Nobody gets more ideas or better ones than this chap, Joe Katz.

* * *

My old colleague, Vaughn Flannery, was always "crazy over horses," so it was no surprise to pick up a book on the Preakness and find Vaughn on the library committee. I don't know what a "library committee" has to do with horse-racing, but it may have some connection with bookies.

* * *

I listened to Frank Gannett, the New York publisher, haranguing an audience in Nebraska. Frank is convinced that the road to recovery is through farmland. Fix up the farmers and they will fix up the rest of us, is Publisher Gannett's theory.

* * *

I also listened to the Baltimore *Sun's* war-correspondent at a local banquet, telling of what he has seen in the last two years in Europe. He painted a black picture for all of us, hung crepe a yard wide all over the room. Fortunately, the human race has shown an amazing ability to "take it" over the centuries, so what the hell.

* * *

Al Smith broke into the news-reels recently singing "The Bowery" and "The Sidewalks of New York." I'd still trust Al to do the human thing and the right thing.

* * *

"General Johnson Brands New Deal Bar to Prosperity." — Headline. The Blue Eagle sounds a blue note.

* * *

A. Fan writes from Cleveland, Tenn., to indicate that the bird who parks his luggage on your half of the seat in the railway coach is a "travel-hog." And not the Burton Holmes variety, either.

* * *

A good-humored note from F. Stirling Wilson, chief, Business Informa-

tion Section, Bureau of Foreign and Domestic Commerce, Washington, takes exception to a recent item here on the income tax, in which I said: "You slave like a Missouri mule to support a lot of birds in softer jobs than yours!" Says Chief Wilson: "On March 9, I got to work at 5:55 a.m. and the latest I have arrived since was 7:40. And we Government employees don't take Saturdays off, as you advertising men do." Okay, Chief. Always glad to acknowledge an error.

* * *

Charles C. Fleming, editor of publications, The Life Insurance Co. of Virginia, also mentions the income tax, quoting from "Meditations in Wall Street": "It shocks a man with his feet on the ground to see a man with his head in the clouds pay a big income tax."

* * *

To finish with Government functions for what is often called the nonce, J. G. Frederiksen, St. Louis, thinks Mr. Hoover's department needs a slogan: "We are the F. B. I.'s. We sees everybody." You'll be shot for puns like that, J. G.

* * *

"The Watch on the Fjords," said a headline in the *New York Times Magazine*. They might have titled the piece: "Watch the Fjords go by."

* * *

For its two-headed shaver, Remington Rand buried a stopper down among the 8-point: "Two heads are better than one."

* * *

Between regular sponsored or sustaining programs, Hartford's WDRC inserts a brief word of caution to motorists: "Wait a minute—a life may be in it," and similar slogans. *Pro bono publico*.

* * *

Probably no fewer than 76 columnists observed that, at long last, Uncle Sam had come to his census.

* * *

A bright bowlful of jonquils and a pat on the withers to Edwin C. Hill for his handling of the Scandinavian crisis recently. At times, he reached the heights of dramatic presentation as he held up a mirror in which all the world might see the sheer madness and futility of war.

* * *

With Europe on fire, our own political battles seem of small consequence. And yet, this is the year to vote with our heads as well as our hearts. Tom Dewey is a fine young chap, but it may be we do not need a policeman in Washington so much as a book-keeper.

T. HARRY THOMPSON

SALES MANAGEMENT

WHAT'S THE MOST COMMON FORM OF **waste** in advertising?

~~inadequate copy!~~

"Ineffective" was the first term that came to mind. But we say "*inadequate*" copy because we know that, even though advertising does nothing more than name a product, it is still effective to some degree . . . it's still the most economical way to "keep your name before the trade." But what a pity to use only a fractional part of the selling force you're paying for!

Especially in *business paper* advertising.

Business paper readers really want to know everything about your product that can possibly help them in their business. The only reason they read business papers is to get business information.

Properly used, business paper advertising is about the lowest-cost selling tool in use today. Improperly

used, it can be the dearest. Space is merely a multiplier. Put 2% of salesmanship into it, with 98% of guff, and even that 2% will be multiplied by as many thousands of readers as the advertisement attracts. But put 98% of salesmanship into it, and the space will produce just 4800% *more* results for the self-same investment!



5,000 copies asked for in 1st month. 2nd and LAST Printing at bindery now. Order yours while they last!

HOW TO MAKE YOUR OWN ADVERTISING **ALL SALES, no guff**

A number of advertisers, who have found that it pays to tell all that the business paper readers want to know, have helped A.B.P. assemble a collection of advertisements that illustrate how this simple principle works in selling a wide variety of products. These ads form the major part of a book called "TELL ALL... A Practical Guide to Successful Business Paper Advertising." Also described in "TELL ALL" are a number of cases where advertisers using "TELL ALL"

copy have produced the sort of proof of advertising effectiveness to which management is entitled.

If you would help your advertising manager and agency make doubly sure that your business paper advertising is free from the most common form of waste . . . *inadequate copy* . . . send for your copy of "TELL ALL."

The Associated Business Papers
Room 2424, 369 Lexington Avenue
New York City

As long as there is no obligation, I'm gambling a postage stamp on the chance of getting a good idea or two from TELL ALL. Send my copy.

Name _____
Position _____
Company _____
Street _____
City and State _____

The Associated Business Papers

369 Lexington Ave., N. Y. C.

Highest editorial standards and publishing integrity



LOOK FOR THE TWO HALL-MARKS OF KNOWN VALUE



Proved reader interest in terms of paid circulation

MAY 15, 1940

[31]

Distribution Sins That Eat the Heart out of Profits

Some of our selling methods are profitable. A lot of others are unprofitable. The trouble lies in the fact that we often don't know which is which. So we go on perpetuating distribution habits which do nothing but create a higher ratio of sales expense and cut down the figures on the dividend checks. This article will give you a jolt!

BY A COLD-HEARTED SALES ANALYST

Somewhere out in the Great Lakes country there is a statistician, specializing on sales costs, who has been doing things with figures. We'd like to print his name and give him full credit for his work, but, he said, if we did it would cause him embarrassment no end and, perhaps, his company, too.

Recently he gave SALES MANAGEMENT a peek into his job. He let the reporter take certain of his findings with the agreement that his identity would be concealed. So all we can say is that this is no imaginary case; that the findings are authentic. Accepting that, we think here's something any sales manager or any executive will find worth taking a nibble at.

If you'd like to read it with the name of a company in mind just call it Dolls' Eyes, Inc. We don't know anyone making dolls' eyes, though we presume someone does. The story is written as the cost expert told it; directly from the reporter's notes.—THE EDITORS.

WE asked our salesmen to check their time between calls, the time they spent in the presence of prospects, their mileage between calls, and turn in their reports. We were after something definite. We wanted the men to realize how they were spending their time. We were after more volume per interview; more interview time.

We have a great many salesmen and they work under district sales managers. Here are samples of how the district managers broke the news to two men.

"Listen, buddy, the boys in the home office are checking up on you. Better watch out," said one.

"Here's something that will make your pay check bigger," said the other.

I can see a vast difference in the response of the two salesmen to those two remarks. Salesmen are human. When a new activity, especially one that may be misunderstood at a glance, is instituted in any company we must take care.

Perhaps, in this case, someone had been remiss in not telling the district sales managers just what to say in han-

dling it. But we shouldn't take chances.

Analysis of practice in sales work is very important. Any company traveling any considerable number of men can find out a lot if it checks the men's reports. We found out something when we checked 6,000 orders to learn in what days of the week they were being written.

We found that if the men had worked as effectively the last three days of the week as they did the first three they would have increased their sales 12½%. They were slowing up toward the end of the week. Some men carry self-made quotas in their minds. They'll go out and hustle early in the week and if they have pretty good luck they'll say, "Oh, that'll do for this week." Instead of spurring themselves for a killing, they slack off in their efforts.

Too Much Profitless Volume!

A bulletin on the week-end ease-up increased sales for us materially. It put the men to thinking.

One day I asked our sales manager something about the company profits. He said he didn't know anything about them and never had; all his attention was on volume. A little inquiry revealed that no sales manager had ever been informed about company profits. More, not even the treasurer knew.

The treasurer said:

"Sometimes we have a lot of money in the bank. At other times we don't. The boss gets the figures on sales. He gets the figures on cost. All the figures of various kinds go up to him and he works out the answer—if he does."

Perhaps right there we have something. Maybe that's why some sales managers are worshippers at the shrine of volume. It may be the only thing they can get their teeth into. Give me

the profit-minded sales manager to the volume-minded sales manager every time. He'll be a lot slower in asking for unwarranted price reductions and he'll watch a lot closer to make sure he isn't carrying too many or too weak salesmen on his staff.

Not very long ago we worked out some charts on the costs of maintaining salesmen. These included, also comparative profits to the company per salesman for various comparative districts. We thought it a good idea to let the district sales managers know what their men meant in dollars to the company and how they might compare with other districts.

Distribution Can Be Too Wide

When we had the figures ready we wrote to the various district sales managers and asked them if they wanted them. Here are three replies:

1. "You bet your sweet life I want those figures." (This man's salesmen had averaged \$16,700 profit per man.)

2. "The figures you give are always interesting and helpful but I think you should understand, after all, that they are just figures." (This man's salesmen had averaged \$9,250 profit per man.)

3. "If profits decrease with more sales and lower costs per sale something beyond the control of the sales department is responsible." (This man's salesmen had averaged \$6,750 profit per man.)

The first man, in my opinion, quickly realized that there might be opportunity in the figures to find some way to a better dollar showing. The second man saw in them only figures. The third was looking for an alibi.

We have divided the country into slightly more than 12,000 sales districts. Approximately 4,000 of them are really profitable. There are a few hundred border line districts, but fully 60% of them show no profits at all—many a considerable loss.

I've battled over that quite a bit. Our sales manager says:

"We may be able to shove them into the black."

My reply is:

"They haven't been in the black in ten years. How are you going to accomplish the miracle?"

One of the higher executives says: "Well, we've got to have distribution."

I wonder, sometimes, just what we ought to pay for distribution and how long we ought to try to push 'em over into the black. Being a statistician and a dealer in figures, I think I'd just

(Continued on page 72)

Calendars

Builders of sales
and good-will, created
and lithographed by
FORBES



The pause
that refreshes



BANKERS Life COMPANY
DES MOINES
A Mutual Legal Reserve Life Insurance Company Established 1879



1940 JANUARY 1940 FEBRUARY

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
---	---	---	---	---	---	---	---	---	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----

1940 JANUARY 1940

SUN	MON	TUE	WED	THU	FRI	SAT
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

1940 FEBRUARY 1940

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29
---	---	---	---	---	---	---	---	---	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----

SOCONY-VACUUM



OIL COMPANY, Inc.



Straight Sailing
TO HEALTH AND HAPPINESS WITH

WHITING'S



Seasons Greetings
MAY HEALTH, HAPPINESS AND CONTINUOUS GOOD CHEER
BE YOUR SHARE OF LIFE THROUGHOUT THE COMING YEAR.
Your Whiting Milkman

QUALITY FOR A CENTURY

Forbes creates and produces millions of calendars each year — no stock designs; each calendar developed to do a specific job. Let us create a calendar for you — we'll do our best to merit the same measure of enthusiastic satisfaction expressed in this letter from the Whiting Milk Company.



"REPEAT ORDERS PROVE THE SUCCESS OF THE WHITING 1940 CALENDAR"

Calendars, when properly conceived, designed and executed, are mighty potent sales and good-will items.

Look at what you get in a calendar:

- A real consumer demand; ✓
- No space charge; ✓
- Advertising right at the point of use; ✓
- Absence of competitive advertising or competitive interest; ✓
- A full-year showing — every hour of every day; ✓
- Low circulation cost; ✓
- Opportunity to identify local retail dealer; ✓
- A valuable good-will builder. ✓

WHITING MILK COMPANY
570 RUTHERFORD AVENUE, BOSTON, MASS.
TELEPHONE CHA 2880

January 28, 1940

Mr. Frank Moore
Forbes Lithograph Manufacturing Co.
P. O. Box 513
Boston, Massachusetts

Dear Frank:

Well, we did it...just what was planned way back last August. When a calendar is right and people ask for it, write in, particularly for a certain one, when the picture and copy make newspaper publicity and the slogan is repeated both by word and in other advertising....it follows naturally that a demand has been created. The repeat orders prove the success of the Whiting 1940 calendar.

The Forbes craftsmen are to be congratulated for their fine work. Let me thank you, personally, for so carefully handling and supervising all the details of kotochrome photography, layout design, colors, printing and delivery. We find it a pleasure to work with you.

With kind personal regards, I am
Sincerely yours,
WHITING MILK COMPANY
Donald W. Gardner
Donald W. Gardner
Director of Public Relations

FORBES



LITHOGRAPH CO.

P. O. BOX 513 • BOSTON

NEW YORK

CHICAGO

CLEVELAND

ROCHESTER

DETROIT

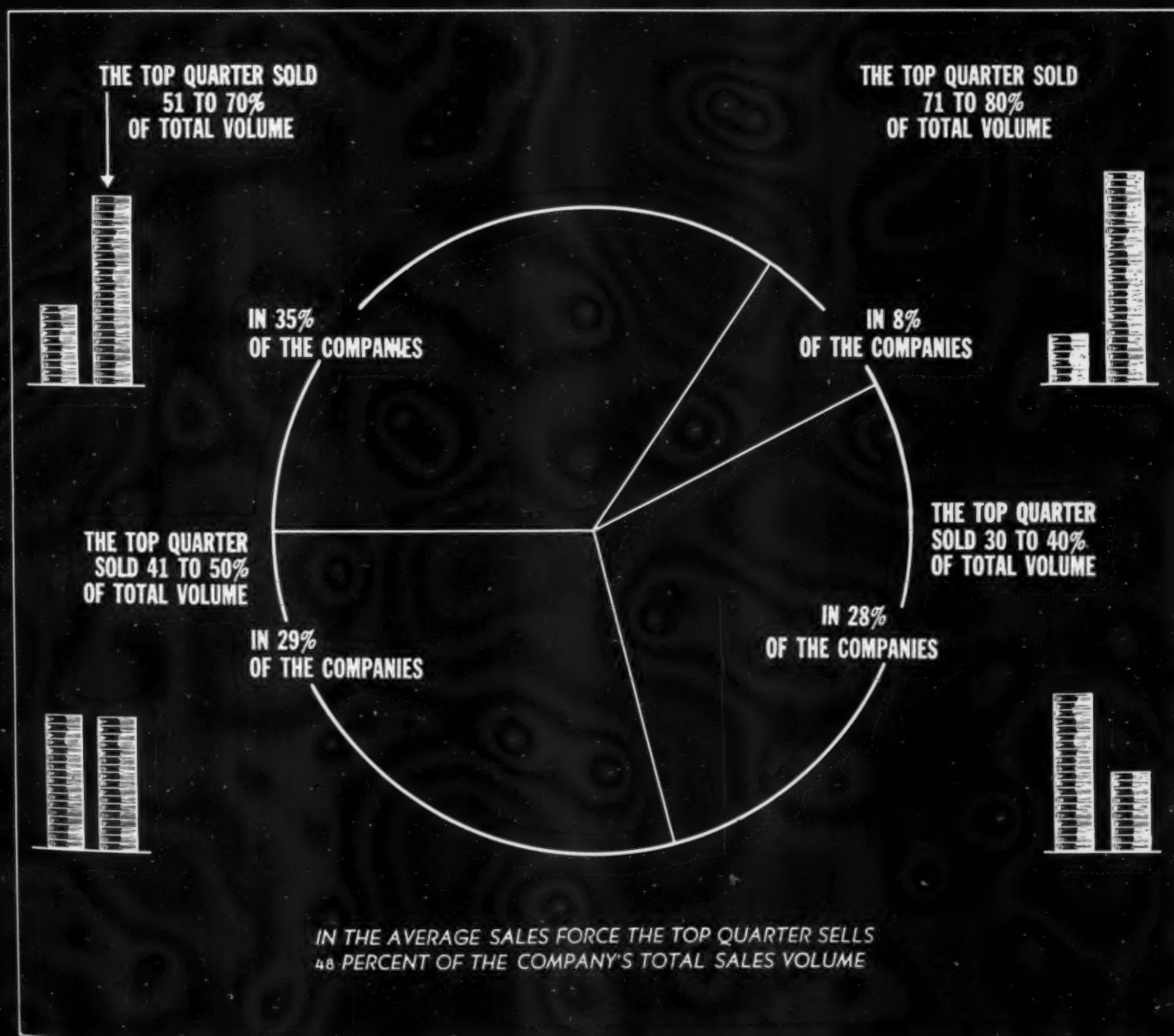
Marketing

PICTOGRAPHS

Planned by Philip Salisbury,
Executive Editor, and designed
by The Chartmakers, Inc.

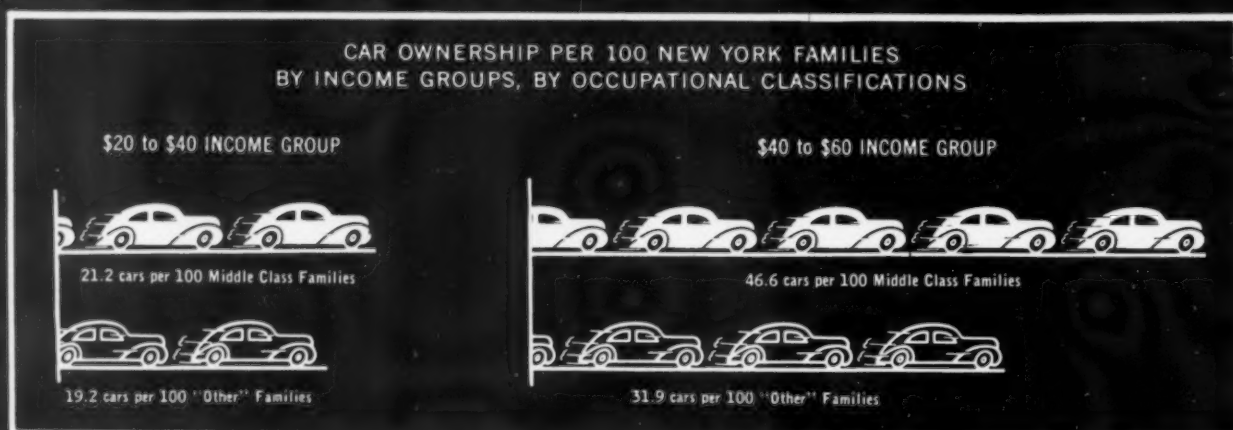
THE TOP QUARTER OF THE AVERAGE SALES FORCE SELLS AS MUCH AS THE BOTTOM THREE QUARTERS

A SALES MANAGEMENT subscriber asked if the oft-repeated statement were true that the top quarter of the average sales force sells three-fourths of the total volume . . . The editors asked several hundred subscribers for an analysis of their 1939 sales records. They answered as follows:



MIDDLE CLASS FAMILIES BUY MORE!

Measured by the Occupational or Income Yardstick,
Middle Class Families are the Leading Purchasers of Durable Goods



Source: U. S. Bureau of Labor Statistics Bull. #643, Vol. 2



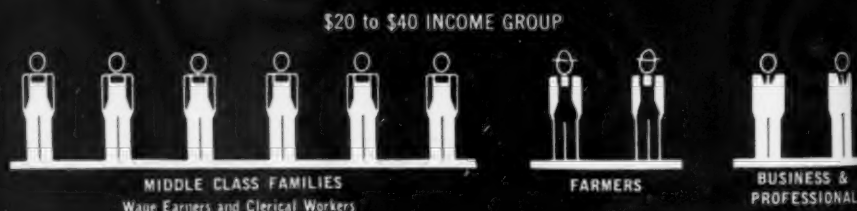
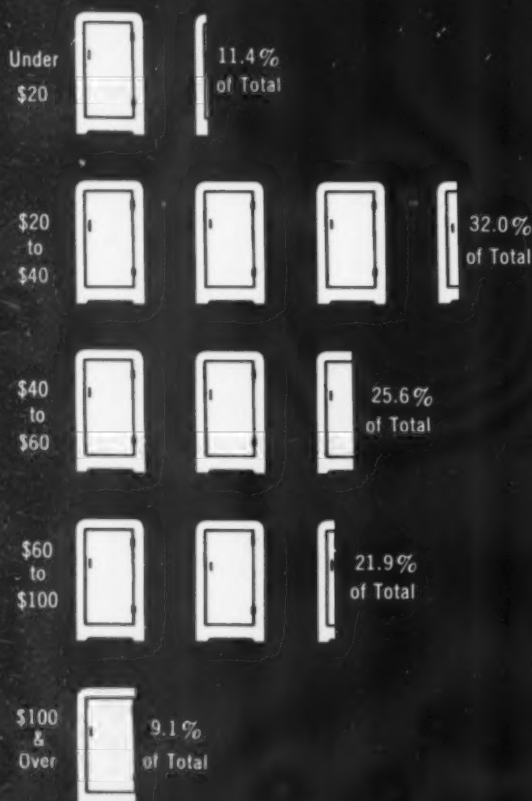
MIDDLE CLASS FAMILIES: Wage Earners and Clerical Workers



"OTHER" FAMILIES: Business and Professional

The greatest consumers of "Durables" are to be found among the Middle Class families of the U. S. For many years there has been an unmistakable trend of increased consumption by the Middle Class families, but only recently have authoritative data been made available with which the consuming power of these families may be conclusively measured. This information shows that not only are there more Middle Class families to form a backbone for the entire U. S. market but this particular group of families actually has a higher percentage of owners.

REFRIGERATOR OWNERSHIP BY INCOME GROUPS



(Each figure equals one million family heads)

Source: U. S. Resources Committee; Consumer Incomes in the U. S.

Of all income groups the \$20 to \$40 per week group has the highest concentration of Middle Class families. It is due to their presence that we find refrigerator ownership so high among middle income families. Using a straight income analysis of Middle Class families only we find that these families are in the lead with 32.0% in the \$20-\$40 group and 25.6% in the \$40-\$60 group. We also know that while Middle Class families strike through all income groups, advertising media which aim their editorial appeal at the middle income sections of the market will reach a good proportion of Middle Class families, but where the editorial aim is specifically Middle Class a still greater proportion of Middle Class families will be reached. This is why screen-romance magazines reach the bulk of the Middle Class Market today...and are the most economical means of selling this great market. Leaders in this classification of magazines are: Modern Magazines — Modern Screen, Screen Romances, Modern Romances 149 Madison Avenue, New York City.

Source: Preliminary figures from the U. S. Urban Survey of Consumer Purchases

ADGRAPH BY
MODERN MAGAZINES

LEFT HAND PAGES BEST FOR ATTENTION VALUE

Left hand pages are slightly more efficient than rights in catching a reader's attention, according to a study of 1925 newspaper pages made among several thousand readers of 10 metropolitan papers. The medians of page reader traffic stops are as follows:

Source: Continuing Study of Newspaper Reading conducted by the Advertising Research Foundation, March, 1940.



**LEFT
HAND
PAGES**

MEN
61%



PICTOGRAPH BY
Sales Management

WOMEN
75%



**RIGHT
HAND
PAGES**

MEN
60%



WOMEN
68%



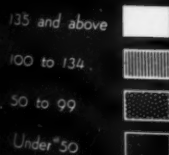
CAPACITY OF THE STATES FOR LUXURY PRODUCTS

An index of the market potentials on high-priced consumer products is provided by relation of the % of new car sales, 1939, in the \$1500-and-up class, to % of population. Example: Rhode Island has .56% of population and .73% of high-priced car sales, or ratio of 130.



Source: R.L. Polk & Company
and SALES MANAGEMENT

LEGEND



PICTOGRAPH BY
Sales Management

*To every Advertiser
who faces*
"THE NEW YORK SELLING-PROBLEM"

here's what research shows in **LARCHMONT**

Lots of New Yorkers don't live in the City. They work in New York, they shop in New York — but they *live* in its beautiful suburbs.

North of New York is Westchester County . . . the home of thousands of well-to-do families. They pay for the privilege of surrounding themselves with gardens and grass and trees . . . the spaciousness of Suburbia. Because that's the way they *want* to live . . . and, luckily, they can *afford* to live as they please. Larchmont, with its prosperous families, its substantial homes, its air of gracious living, is representative of this high-cost living area.

The people of Larchmont are an important part of the New York Market, as every advertiser knows.



This is one advertisement of a series. Next copy will describe another area of the New York Market further validating the World-Telegram's new Block-by-Block Analysis.

Consider the *LOURANCES OF LARCHMONT . . . they're representative of the town. They own their home, have two nice youngsters, employ a full-time maid. This year they'll vacation in Bermuda—three weeks, at least, we're told. Their '38 Olds will serve through Summer, then it'll be traded in. Mr. Lourance is a corporation treasurer; he earns "over \$10,000," and carries \$25,000 life insurance.

Mrs. Lourance, too, is a college graduate. She's the family purchasing agent; shops in New York once a week—has charge accounts at five department and specialty stores.

The World-Telegram is bought to take home each evening—because, as Mr. Lourance said, ". . . it is the best, liveliest paper in New York." And the editorials ". . . are snappy yet filled with sense." He also favors the Financial Page and the ". . . topnotch features, columns and human interest stories." Mrs. Lourance relies on the Woman's Pages . . . finds them a "big help" on fashions and home problems.

**The name is fiction, the story is fact—the interview is in our files.*

"BUY-ABILITY" is the all-important gauge of advalue. The World-Telegram Block-by-Block Analysis . . . and its resulting profit-Pattern . . . enables advertisers to actually identify their prospects, chart their "buy-ability" and check the effectiveness with which the New York World-Telegram cultivates their really worthwhile market.

IN LARCHMONT the median value of owned homes is "over \$20,000" and over 60 per cent are owner-occupied. In the area served by the Larchmont Post Office, the World-Telegram study shows 36.5 per cent of all families are readers of this one newspaper. **CORROBORATION:** The well-known research organization, **FACT FINDERS ASSOCIATES, INC.**, made a 90.1 per cent "census" of the families of this district. On the basis of this census, World-Telegram readership was found to be 38.4 per cent . . . a difference of less than 2 per cent. (And that remarkable accuracy is characteristic of the World-Telegram's study of the entire New York Market!)

BETTER THAN

1 OUT OF 3

New York City families paying \$100 or more per month rent

READ THE WORLD-TELEGRAM

NATIONAL ADVERTISING DEPT. OF SCRIPPS-HOWARD NEWSPAPERS
TWO HUNDRED THIRTY PARK AVENUE, NEW YORK, N. Y.
CHICAGO DETROIT MEMPHIS PHILADELPHIA SAN FRANCISCO
MEMBERS OF THE UNITED PRESS . . . THE ASSOCIATED PRESS
THE AUDIT BUREAU OF CIRCULATIONS AND MEDIA RECORDS, INC.



New York World-Telegram

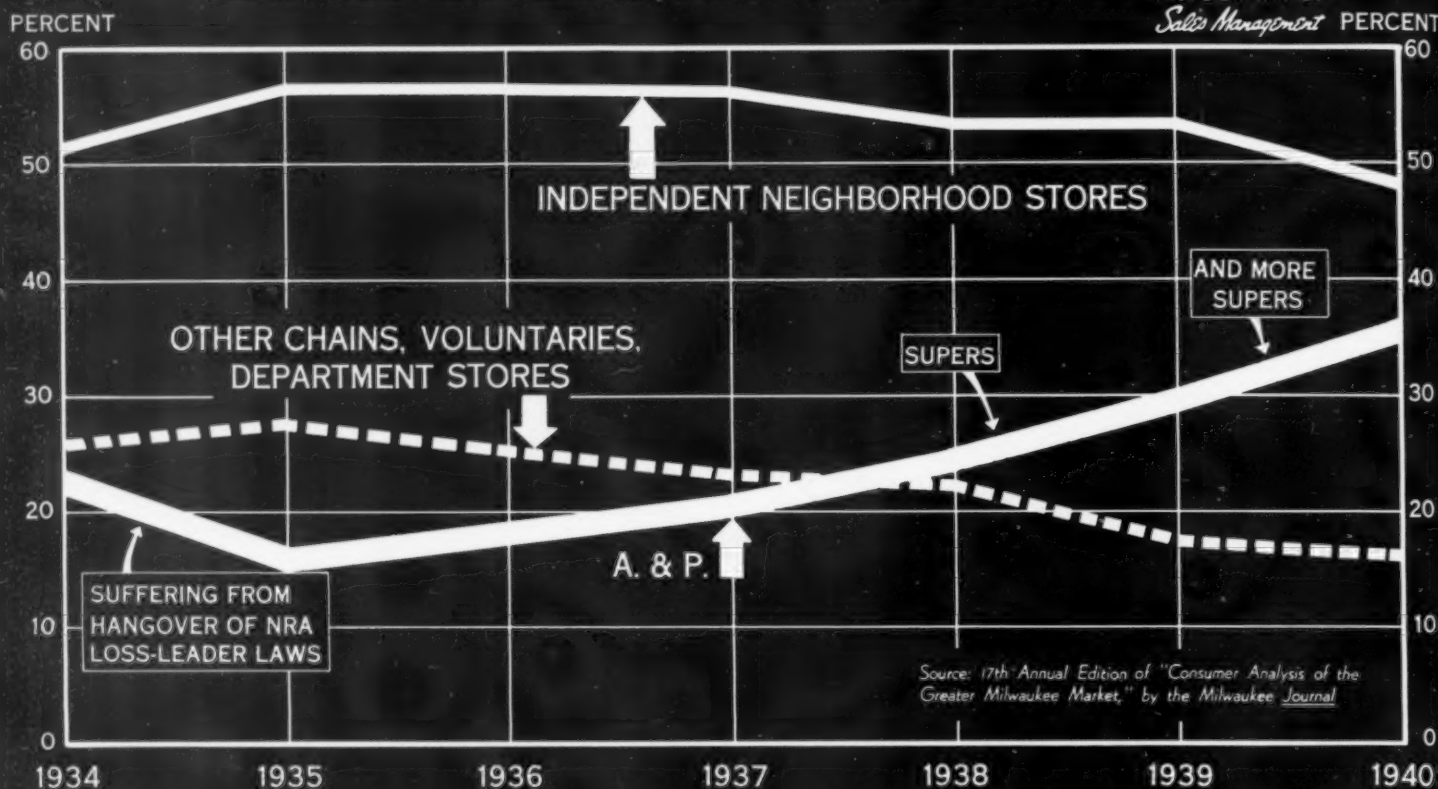
A Scripps-Howard Newspaper

BY-OF-AND-FOR NEW YORKERS

A MEASURE OF THE TREND TOWARD SUPER MARKETS

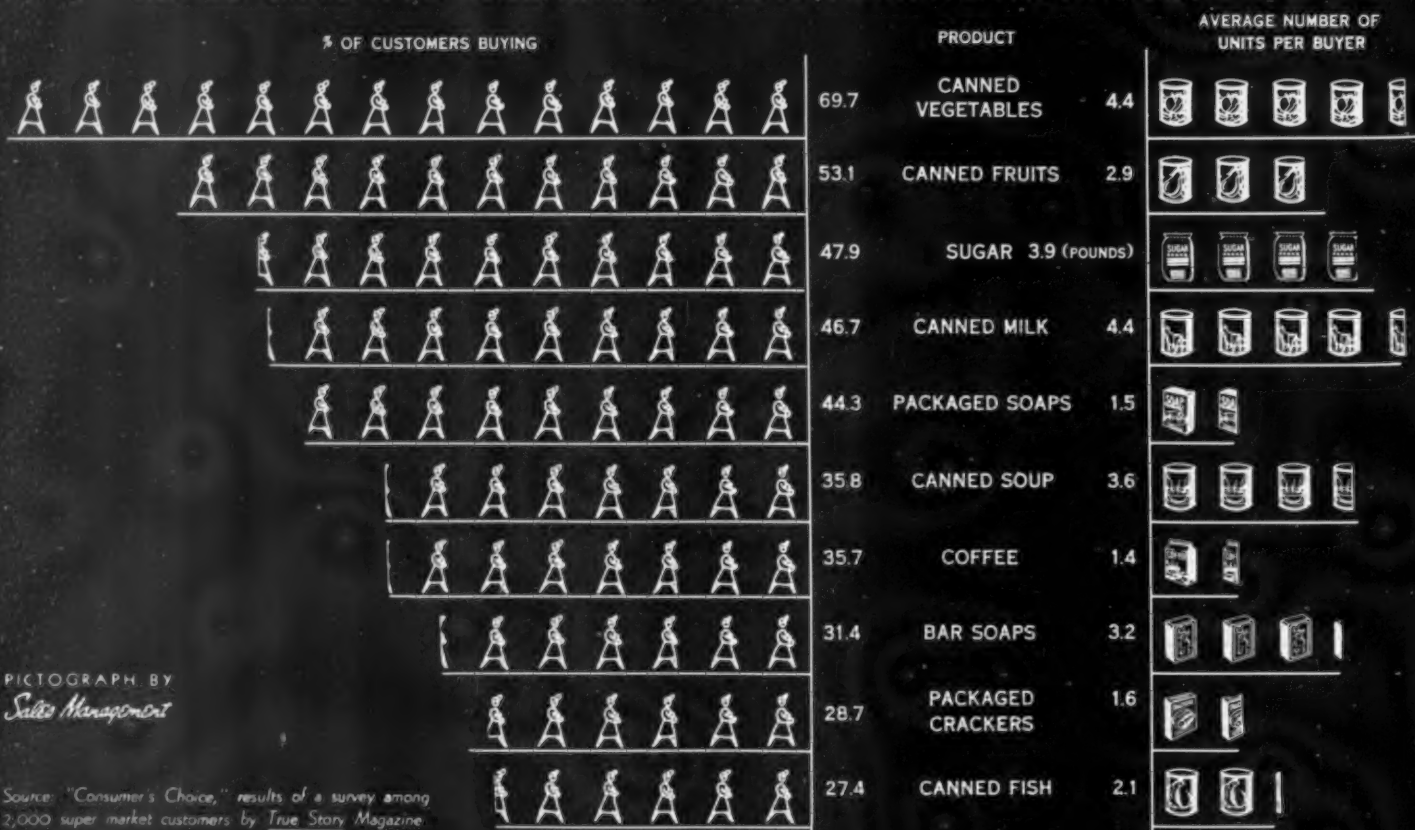
A division of all Milwaukee families according to "place where they buy most of their groceries" shows a striking comeback for A & P after introduction of supers.

PICTOGRAPH BY
Sales Management



THE TEN BIGGEST SELLERS IN SUPERS

2000 shoppers go into a typical super market; as they come to the cashier's stand, investigators check the contents of the baskets, and here are the 10 products found most frequently.





Another KNX client increases sales
from cases to carloads!

The Results: Sales for first quarter 1940...over **EIGHT CARLOADS**
Compared to only **ONE CARLOAD** for the entire twelve months of
1939...while KNX (the campaign started September 25, 1939) was building
retail distribution from 20% to 90%!

The Program: Six times a week participation on Fletcher Wiley's *Sunrise Salute*
and *Housewives' Protective League*. No other advertising used.

The Product: Cooking ingredient selling at two 7-oz. packages for 25c. Formerly
this advertiser's slowest seller among six related items of like size and price.

Whether you like to measure *your* sales increases in cans, cases, or carloads, you will
find they come *faster* and *bigger* on KNX-Los Angeles. That's why advertisers con-
sistently place more hours of national and local spot business on KNX than on any
other Los Angeles network station!

KNX

— LOS ANGELES



50,000 WATTS

COLUMBIA'S STATION FOR ALL SOUTHERN CALIFORNIA

OWNED AND OPERATED BY THE COLUMBIA BROADCASTING SYSTEM

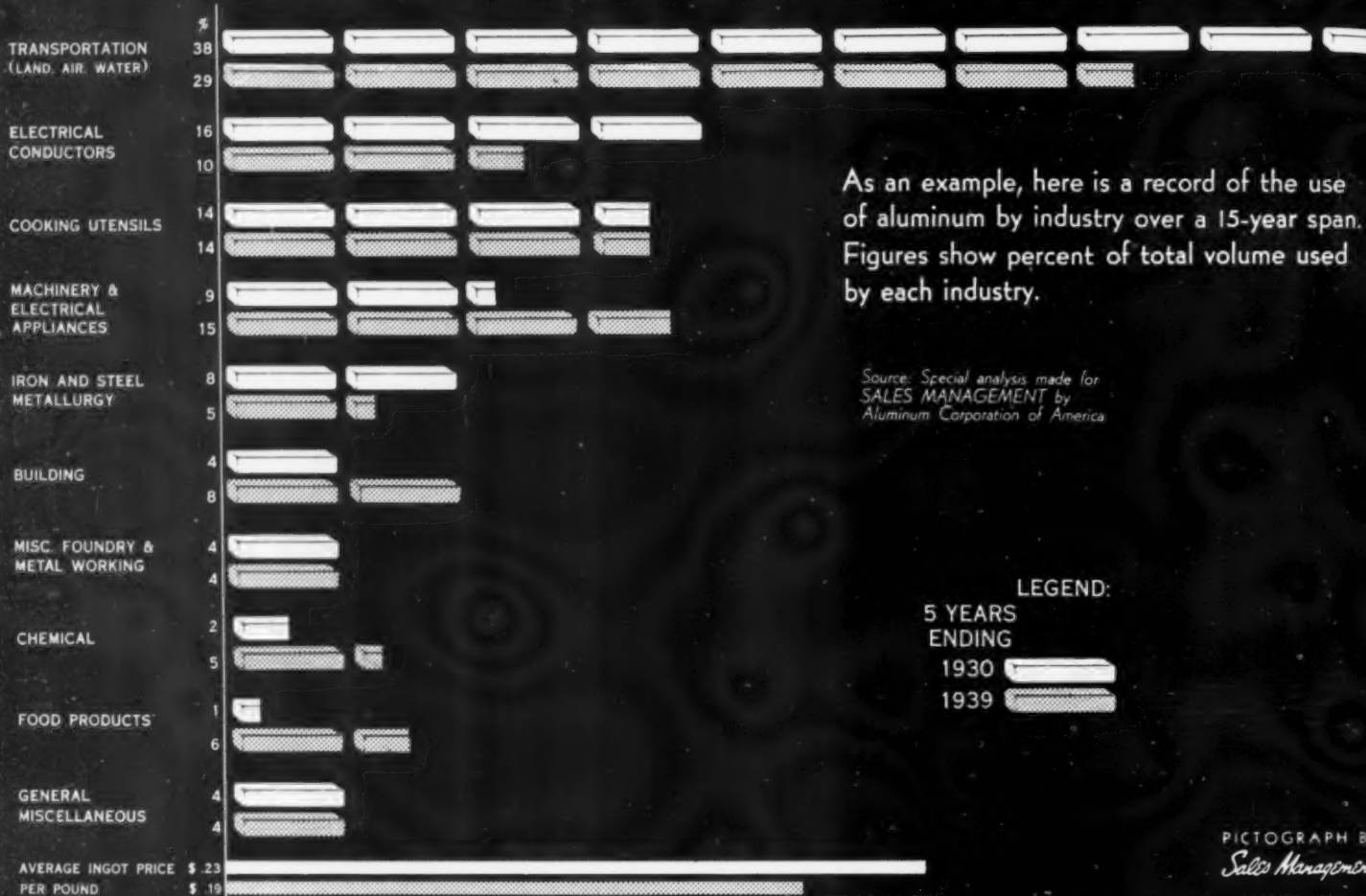
Represented by RADIO SALES: New York; Chicago; Detroit; Charlotte, North Carolina; San Francisco

MAY 15, 1940

[41]

ARE YOUR SALES AND PROMOTION EFFORTS GEARED TO THE RAPID CHANGES IN INDUSTRY?

Product improvements, new uses, new products -- make the competition between industries fully as important to the average company as the competition within an industry. Is your sales and advertising program adjusted to the rapid shifts that are taking place in industrial and consumer demand?



WHAT CAUSES THE MOST STORE COMPLAINTS?



Some Comments on the Pictographs in This Issue

How Much Does the Top Quarter of Your Sales Force Sell? One of our subscribers was disappointed that we couldn't tell him definitely whether the top quarter of the average sales force sold three-quarters of the total volume. His surprise that SALES MANAGEMENT didn't know *everything* got in our hair to the extent that we decided to find out. Some 200 subscribers cooperated and the findings may have some value to you in picking, training and stimulating salesmen.

Right or Left—Which Is the Best? The world of sales and advertising is filled with superstitions. One of them is that an advertiser has a better chance of getting attention on a right-hand page than on a left. The truth as shown by a survey among thousands of readers of ten metropolitan newspapers is that left-hand pages are noticed slightly more than rights.

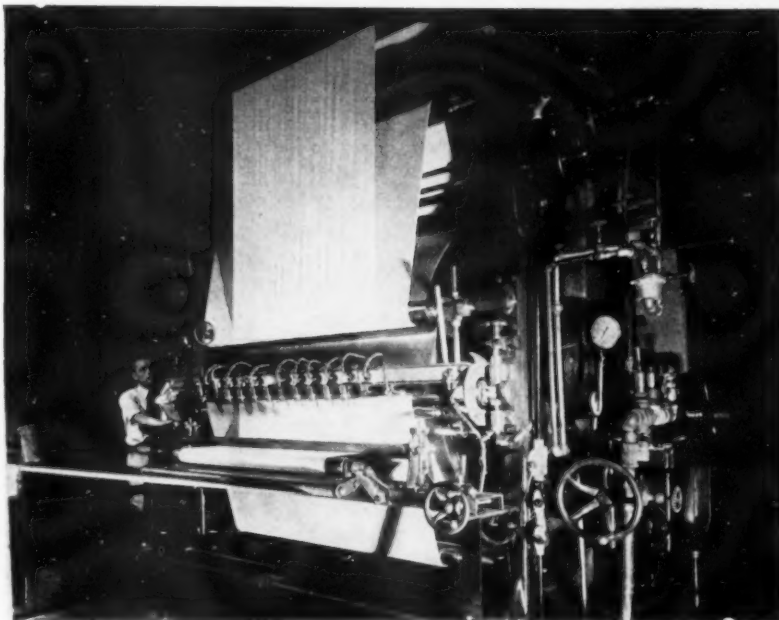
Capacity of the States for Luxury Products is constructed from state-by-state registrations of new Cadillac, LaSalle, Lincoln and Packard cars. While it may not be an exact yardstick for measuring the sales potentials of other luxury products, it should have at least rule-of-thumb value for that purpose.

Super Markets have been hailed as the manna from heaven by national advertisers who find that when women are not guided in their choice by store clerks, they purchase the nationally advertised article. The supers have helped national advertisers—but they are also helping the A & P. In a broad sense the Milwaukee picture is believed to be typical of what is happening in many other urban centers.

Your competition today is fully as much with other industries as it is with the companies in your own industry. The rapid changes brought about by technological improvements are well mirrored in the breakdown of Aluminum Corp. of America sales in the period ending last December, as compared with the last five years of the twenties. The Pictograph shows how alert marketing executives must be today, how they must quickly shift their sales and advertising programs as industrial and chemical engineering in their own and competing industries creates shifts in consumption . . . In this Pictograph about retail complaints, just substitute "salesmen and office force" for "retail clerks," and it applies to you.

MAY 15, 1940

A TROJAN STOPPED THE SHRINK



SANFORIZING — a method of mechanically shrinking material before making it into garments — is newest of the many big improvements in textiles Trojans have been making since Hannah Lord Montague invented the detachable collar here in 1827.

Apace with changing fashions, Troy has turned from a collar city making some shirts to a shirt city making collars, handkerchiefs, underwear, other products. By intensified research for new methods and new products Cluett, Peabody & Co., Inc., Troy's largest industry, made these changes along with others. It was Sanford L. Cluett of that company who invented Sanforizing — called the greatest contribution to textiles since mercerizing and fast colors.

Troy's garment workers are the highest paid in the men's furnishing industry, federal figures show. Stop sales shrinkage in the \$38,896,000 market they and thousands of other workers here make: use The Record Newspapers, the city's sole dailies, to tell the merits of your products. Single medium blanket coverage at only 12c per line makes Troy New York State's lowest cost major market.

THE
RECORD
NEWSPAPERS

THE TROY RECORD
THE TIMES RECORD

THE TROY RECORD CO. J. A. VIGER, ADVERTISING MANAGER

Business-Consumer Relations

**Bread Industry to Be Singled Out for Consumer Attack;
Manufacturers Play into Hands of Anti-Business Elements by Ignoring Demand for Informative Labels.**

WILL the baking industry be the next point of attack by consumer elements which have leveled their guns at the milk industry during recent years?

Hints are strong that such an attack is in the making, and although rumors are recurring, there is no indication just how soon the attack will materialize, or just what line it will take. That it will come, possibly not until after the Fall elections, appears certain. That it will be as intense and as thorough as the agitation against milk, also seems certain. But when or how the assault develops, bakers will be in for an unhappy time of it.

Bread, like milk, is the product of a basic industry. It is a commodity that consumers must have. And also like milk, it is an item about which many homemakers can be aroused easily, and around which they will rally at the first summons. Consumer agitators know that when they select an issue for exploitation it must have as near universal appeal as possible. For them, therefore, bread is a logical point of attack, with plenty of opportunity for emotional outbursts.

The attack on the milk industry makes one of the most remarkable stories of an industry difficulty ever documented. A widespread campaign reached out to all the principal distributing areas, local consumer committees were organized, and through the press and meetings and other means the milk industry was "exposed" as "vicious," "unscrupulous," "profiteering" and "monopolistic." In New York City, the press campaign was led by *The Daily Worker*, Communist newspaper.

Bread Price Protested

According to reports, leaders in the milk fight feel that sufficient progress has been made in that direction to warrant taking on another industry. While it is not known how the attack will manifest itself, observers have been asking if the recent protest against a one-cent increase in the price of bread has any connection with the rumored campaign. Local consumer price committees sent delegations to municipal officials, used the newspapers and the radio with unusual effectiveness, did considerable name-

calling—all over a one-cent price increase which at least one official—the Commissioner of Markets of the City of New York—declared warranted.

TNEC Gathers Figures

At the time of that protest, the Temporary National Economic Committee made public a quantity of figures and reports on flour and other bread production costs. These had been assembled by the price division of the Committee, charged with checking price advances owing to the war in Europe, as the result of protests on bread price increases received from various parts of the country. Incidentally, the TNEC release on the subject said that the increase which had taken place in the price of flour did not justify the one-cent a loaf advance for bread. Because of the more or less detailed information the Committee has gathered regarding bread costs, some quarters believed that it had the baking industry under special scrutiny.

Attacks Are Disturbing

This idea of special industries being singled out for attack by a section of organized consumers is giving concern to many business men. To what extent the interests of the milk industry have suffered probably cannot be measured, but it is evident there has been much unfavorable public reaction. What will happen to the bread industry cannot be forecast, but what might happen to any industry under such an attack could be serious. The real danger is in the gradual breaking down of consumer confidence in business generally. It is for that reason that so much stress is put on the necessity of business developing strong and informed consumer followings to withstand and nullify the effects of anti-business assaults.

Asking the Consumer

Not very long ago it was the practice in some business quarters to decide at the conference table what information about products should be passed on to consumers. As a result, it was too frequently the case that the information was not what consumers wanted. This caused a lot of annoyance both to business and consumers, and some leaders in the former were

plainly irked and regarded consumer dissatisfaction as indicating that the good women did not know what they wanted. Then someone suggested to business that it do the obvious thing if it desired to know what consumers were interested in learning about products: Ask them.

It was a simple solution to what seemed a real problem, and it must be working if the growing number of individual companies and business associations that are constantly consulting consumers to determine their wishes means anything. All over the country, committees, advisory boards and other consumer groups are working with business in efforts to find the answer to the question: "What advance information about products is essential to help secure for consumers greater satisfactions for the money they spend?" Experimentation will be necessary to shape the plan or plans that will be practical, but in the meantime consumers and businesses will be learning a lot about each other.

Retail Stores Consult Women

Such a program of cooperation currently is being worked out in New Jersey where five department stores and a consumer committee representing leading women's organizations of the state, have decided on a labeling program for a line of hosiery in each store. The program will be inaugurated on May 21 and will be an experiment to determine to what extent factual information will aid consumer buying. The cooperating stores are Bamberger, Kresge, Hearn and Hahn, Newark, and B. Altman, East Orange. Mrs. Henry Colvin, of South Orange, is chairman of the committee composed of university women, club women, home economists and extension service workers.

There still is not enough of this business-consumer cooperation, leaders in both houses declare, and efforts are being made to organize consumer groups which will not only advise with individual manufacturing and retailing firms, but will work on community consumer education programs in conjunction with business. It has been emphasized that the formation of these groups, which must be independent and have a status equal with business, is one of the first steps in advancing business-consumer relations.

Do Labels Help Sellers?

Discussions on informative labeling usually bring up the question whether it works to the advantage of the manufacturer and retailer to an extent that justifies the expense necessary for such

marking of the goods they sell. It has been argued that most consumers actually are not interested in labels, and the cost to provide them is unwarranted. A case history study of adjustments just made by the Metropolitan Retail Store Adjusters Association throws much light on this subject. It reported that only 13% of the adjustments made in 13 merchandise classifications involved goods which carried informative labels. Here, then, is evidence that informative labels have lessened the returned goods "evil"—at least in the cases studied. It would seem from this that they help business as well as consumers, and the cost of providing informative labels is justified.

Rating Agency Influence

Business men long have been making inquiry as to the extent "best buy" endorsements by rating agencies such as Consumers Research and Consumers Union influence product selection. Now the Daniel Starch Organization has come along with some figures compiled as the result of a survey among 2,313 women and 1,646 men. The tabulation shows that Consumers Research endorsements are followed by 15.8% of the women answering and 23.2% of the men. The percentages for Consumers Union were 4.3 and 9.4 respectively. These figures tell their own story.

Standards Are Coming

Standards for consumer goods received attention in Congress this session when hearings were held on the Boren Bill which would have authorized the National Bureau of Standards to originate standards of quality and to establish one or more grades for a given product when that was deemed desirable. The adoption of such standards by business would have been voluntary. The bill further authorized the Secretary of Commerce to appoint an advisory committee to aid in selecting classes of goods for which consumer standards should be established, when he considered such assistance desirable. Because some consumer leaders did not like the idea of having the actual setting of standards rest with the National Bureau, but wanted a standards board to handle the job with the American Standards Association taking the leading technical role, the Boren Bill died in committee.

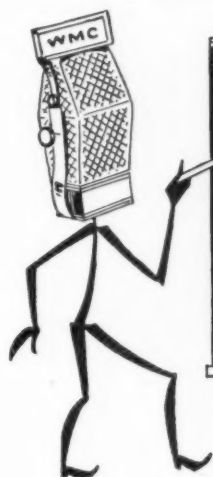
Many business men, as well as consumers, feel that standards are inevitable, and it has been urged that industry take the initiative and work out a plan with the National Bureau of

Standards for the establishment of standards through scientific methods, and the elimination of methods that might be objectional to consumer leaders. *It is held that voluntary action in this matter by industry will forestall the dangers of political control and the restrictive legislation and strangling regulation that might go with it.*

"Buyer in the Saddle"

There was an underlying suggestion for closer business-consumer relations in the statement made this month by Colonel Willard T. Chevalier, pub-

lisher of *Business Week*, when he pointed out to the annual convention of the Advertising Affiliation that "From now on the American market will be normally a buyers' market." This, because the country's capacity to produce has passed the country's capacity to consume at the buying rate that has existed during the last decade or so. This means that the "consumer is in the saddle" and aside from the effects of any consumer movement, it is regarded as a good move on the part of business to "get right with its customers" as one industrial leader put it.



*it pays
to advertise
over WMC*

**"B-C"-ING 'EM OVER WMC
FOR 4 CONSECUTIVE YEARS!**



HOME TOWN FROLICS

THE CURRENT B-C program, successor to the B-C Sports Review, features old-time tunes by the nationally famous Fields and Halls group, Mondays through Saturdays, 6:45-7:00 A. M.

5,000 WATTS DAY
1,000 WATTS NIGHT

WMC

MEMPHIS

NBC RED NETWORK

Owned and operated by

THE COMMERCIAL APPEAL

"The South's Greatest Newspaper"

National Representative:

THE BRANHAM CO.



MEMBER OF SOUTH CENTRAL QUALITY NETWORK

WMC—MEMPHIS

KARK—LITTLE ROCK

KWKH-KTBS—SHREVEPORT

WSMB—NEW ORLEANS

Marketing Flashes

[Norge Lets 4,000 Consumers Find the "Bugs" in a]
[New Product—You May Soon Send Bonbons by Wire]

Color Guide

Sherwin-Williams Co., N. Y., follows up its \$10, two-foot-square album of paint color scheme (described in SM March 15) with a condensed suggestion book called the "Home Decorator and Color Guide." The big book was for stores and master painters. This smaller one, containing 109 color pictures, goes to 4,000,000 families—largest quantity in the firm's career.

"For the first time it eliminates the tiny 'color chip,' which for a century has been the only method of judging paint colors, showing instead actual color-photos of complete rooms and

exteriors painted with various shades of paint. It is the biggest color-shot ever injected into America's arm."

Gen-u-wine Test

Norge heating and conditioning division of Borg-Warner Corp., Detroit, developed four oil furnace models not long ago that were, officers believed, destined to provide heating and air conditioning for thousands of homes in the \$2,000-\$9,000 price group. They ranged from a small "below the floor" installation requiring no basement, to a completely automatic pressure-type oil furnace with electric

ignition, air filter and humidifier.

In the factory they were low in first cost and in operation. "But we knew," says President Howard E. Blood, "that the only sure way to check a new product is to try it out in the hands of the public." Mrs. Humphrey Flitterbrain and Joe, the Handyman, are *not* as adept at mechanics as are the laboratory experts.

"Therefore we placed more than 4,000 of these heating units out on field trial last Winter in homes throughout the U. S. Despite the unusual severity of the weather, results were so gratifying that we decided to establish production immediately on a national basis."

Norge, to whom we doff a top hat, practices trying it out on the dog before selling, and hence saves itself a load of possible grief.

Telegraph Candy

Telegraphing candy, as florists wire flowers, a project of the Central Pennsylvania Candy Salesmen's Club and long-dreamed-of brain child of Joe Greene, one of its members, is taking form on a national basis.

With the slogan "Greet with Sweets," the plan will include insignia decalcomanias, gift message cards, sales helps. Manufacturers wishing to participate will enroll their jobbers as members of the Telegraph Candy plan guaranteeing financial integrity of members. Jobbers will select their retail agencies, see to display and insignia installations. Profits will be divided between the seller and the dealer who makes delivery.

Telegraph Candy displays will carry seven assortments, two retailing at \$2.50, two at \$3, two at \$4, and one at \$5.

Since the plan depends for its success on being able to telegraph candy to any point, it will not go into operation until a national hook-up is completed. It will be discussed at the National Candy Manufacturers Convention in N. Y. June 3-5.

Friendship's Garden

Shulton, Inc., the Hoboken firm that re-discovered quaintness with its line of Early American toiletries (and phooey for them furrin' perfumes and sich) has added to its "Old Spice" fragrance a new one called Early American "Friendship's Garden."

Whereas Old Spice is a blend of spices and the natural oils of rose, Garden is a bouquet of fragrances. A toilet water is first in the line, retailing at \$1 for a four-ounce bottle. The bottle is an authentic reproduction of one over 100 years old. On the wrap-



Fastest, farthest service to and from—day and night—3-mile-a-minute AIR EXPRESS saves days on deliveries—extends your business boundaries thousands of miles beyond their old-time limits—opens up new markets waiting for profitable expansion. Make AIR EXPRESS speed and coverage your No. 1 national and international shipping reliance. For service and co-operation, phone RAILWAY EXPRESS, AIR EXPRESS Division.



ARE YOUR MILWAUKEE SALES WHAT THEY SHOULD BE?

If you're not completely satisfied with your Milwaukee and Wisconsin sales, I may be able to help through introducing you to a man who has a remarkable record as a salesman and sales executive. He is now sales manager of a reputable good-sized Milwaukee company and doing an excellent job, but opportunities there are limited because of an estate entanglement. Experience records prove that he is a good organizer, and a good trainer of men.

He is bright, hardworking and adaptable, and would quickly learn your line, its problems, its potentialities. He has a tremendous following with industry in Milwaukee and throughout Wisconsin.

He is 35, married, one child, and owns his own home. He's definitely worth considering as manager of your Milwaukee office if you're not completely satisfied with current results in that prosperous city.

**Philip Salisbury, General Manager
SALES MANAGEMENT
420 Lexington Avenue, New York**

per are flowers, an old-fashioned script explains the language of flowers, so popular in Grandma's day:

"In Friendship's Garden Primrose betokens early youth, Violet betokens modesty, Pink betokens pure love, Heliotrope betokens admiration, Jasmine betokens amiability."

If the addition follows its predecessor, it will ring up sales in a manner to leave the "Tonight We Sin—Passionate Panting" school gasping.

Liquor Firms Launch Big Warm Weather Promotions

Johnnie Walker Scotch (Canada Dry Ginger Ale, Inc.) starts the largest Summer promotion in its history. Four-color pages in the monthlies and half-pages, two-colors in weeklies. The list: *Collier's Life*, *Time*, *New Yorker*, *Cue*, *Fortune*, *Town & Country*, *Metropolitan Host*, *Social Spectator*, *Script*, four medical journals. Plus 91 newspapers of 80 cities; painted bulletins and spectacular signs in eight large cities. Copy explaining an illustration which has a bottle and Johnnie Walker cut out of it says, "There's somebody missing in this picture of contentment . . . and it's easy to discover that Johnnie Walker fits in perfectly." J. M. Mathes, N. Y., is the agency.

National Distillers will use about 250 newspapers c-to-c all Summer for Gilbey's gin, and color pages in *Collier's Life*. Topping & Lloyd, N. Y., is the agency. To emphasize Gilbey's as "the international gin," each ad will contain a line in a foreign language with a translation below.

Schenley Distillers is using 473 newspapers, magazines and outdoor posters for its Cream of Kentucky whisky. Old Schenley bonded bourbon copy is running in 245 papers, Ancient Age bourbon in 102 papers, five magazines, billboards. Lord & Thomas, N. Y., is in charge.

J. Stirling Getchell, N. Y. agency, employs 250 newspapers, six magazines for Schenley's Golden Wedding, both rye and bourbon.

Blackett-Sample-Hummert, N. Y. office, gives Old Quaker, another Schenley brand, space in 503 papers of 461 cities.

Brown-Forman Distillery Co., Louisville, mixed the aroma of fresh mint with a special green ink to print a Kentucky Derby Day ad for its Old Forester bourbon. Readers of the *Louisville Times* and *Courier-Journal*, and the Cincinnati *Enquirer* sniffed at copy about the "most famous horse race, whisky, and drink—the mint Julep." Agency: Ruthrauff & Ryan.

MAY 15, 1940

GREAT AMERICANS AT HOME

NO. 5—ELECTRICAL WIZARD



AT PLANT

INSPECTS NEW 1941 SUPER-ECONOMY ELECTRIC RANGE . . . BURNS FINGER DECIDING HOUSEWIVES WANT AQUA-MARINE OVEN INTERIORS.



AT LUNCH

CONSIDERS EMPLOYEE STOCK PLAN . . . DEMANDS SPECIAL CONSIDERATION FOR INVENTIVE YOUNG MEN . . . MODESTLY POINTS OUT WHAT HIS INVENTIONS DID FOR COMPANY.



GETS HOME

TO FIND RADIO TROUBLE . . . SAYS HE'LL FIX IT . . . BLOWS OUT HOUSE FUSES . . . WIFE SAYS SHE LOVES HIM JUST THE SAME BY CANDLE-LIGHT . . . SURE, BUSINESS IS EXCITING

BUT—

It's Living that Really Counts..

. . . and the fun of living is not confined to those whose patent royalties run into millions! Whether you are selling electric ranges or dry cereals, the market that really counts is made up of people with the desire and the wherewithal to buy. The **American Home** magazine—with its editorial pages and advertising devoted exclusively to **ideas on living**—today offers these people more usable ideas than any other magazine . . . has gained over a million and a half new readers since 1933.

. . . Seems like a **profitable market-place** in which to show and sell your wares . . .

Among all major magazines, The **AMERICAN HOME** today is **FIRST** in percentage of:

...reader-families with incomes over \$20 a week*
...editorial lines (actual) on homemaking
...homemaker readers per reader-family*
...circulation in Metropolitan Suburbs
At a Mass Rate for Selective Selling!

Among major women's and home-service magazines, The **AMERICAN HOME** is **FIRST** in percentage of:

...total men and women readers per reader-family*
...reader-families with executive and professional family heads*
...circulation in Metropolitan Markets
*Starch, 1939

OVER 1,850,000 FAMILIES LIVE BY

The AMERICAN HOME

THE MARKET-PLACE FOR IDEAS ON LIVING

Can Aptitude Tests Guide Us in Picking Men for Promotion?

This article outlines the procedure followed by a large mid-western company in evaluating the abilities of men who are in line for promotion. First, it sought to determine the correct qualifications for the job, then to make a systematic appraisal of the available men in terms of these qualifications.

The first of two articles

BY ROBERT N. McMURRAY, Ph.D.

*Executive Secretary,
Psychological Corporation, Chicago*

There is a tremendous demand for more information about the use of aptitude tests and rating procedures in selecting salesmen. It is only fair to point out that there is as yet no "science" in this field. Experimental work is being done, however, and some results have been achieved which, while not altogether conclusive, are certainly significant. There are no "formulas"—the most that can be said is that the work of recognized authorities in the field is showing a tendency to fall into certain patterns. In this and subsequent articles dealing with various phases of aptitude testing, all SALES MANAGEMENT can do is to report what is being done, without attempting to draw any conclusions, for any such action would be premature. The accompanying article deals with but one phase of testing—that of an attempted evaluation of men for possible promotion to supervisory positions.—THE EDITORS.

ONE of the most vexing and perennial of the problems which faces the sales manager of every large or widespread organization is that of selecting qualified executives to take charge of divisions, areas, or branches. No matter how good the product, how well conceived the merchandising program, or how strong the central management, if the man in charge of the division or branch operation is not qualified, the sales results will be disappointing.

Nor are these the only undesirable results which may arise from an unwise selection. The wrong man may completely disrupt a carefully built-up local sales organization; he may destroy dealer relationships which have taken years and thousands of dollars to create; most important, he may irreparably damage the standing of his company in the entire area in which he works.

Unfortunately, the choice of a divi-

sion or branch manager is not simply a matter of promoting the leading crew manager. Just as a successful salesman is not always a satisfactory crew manager, a satisfactory crew manager is not necessarily an effective division or branch manager. The problem becomes, therefore, how can management determine in advance who among the men in charge of its crews is best qualified to take the next step, to be promoted to the supervision of a number of crews, a branch, or a division?



The Ph.D. which follows Robert N. McMurray's name stands not only for degrees in psychology from the University of Chicago, but for a doctorate in psychology awarded him by the University of Vienna in the pre-Blitzkrieg days when that Austrian city was startling the world with its researches into the murky mind and personality of man. Today Dr. McMurray is executive secretary of the Chicago office of The Psychological Corporation, and lecturer in Personnel Administration at the Central Y. M. C. A. College in Chicago. No classroom theorist, he has worked as consultant on personnel problems with a score or more of nationally known companies in almost as many industries.

Before it becomes possible even to begin to select men for handling larger sales groups, a rough analysis must be made of the requirements of the job. What are the duties of such a position? What qualifications must a man have to carry on these duties successfully?

Naturally, these qualifications will differ somewhat from company to company in terms of the commodity to be marketed and the merchandising methods employed, but there are certain fundamentals which are common to all or nearly all division or branch sales managers' jobs. Some of these qualifications are technical, and are based upon training and experience; others are reflections of personality make-up, or what is more popularly known as character. Both types of qualifications are significant, and must be taken into consideration in choosing men to fill these positions.

Probably the most significant factor in a manager's success is his personality. Chief among the necessary traits are leadership, industry, organizing ability, a willingness to cooperate with superiors and subordinates, imagination with respect to better ways of doing his job, ambition, willingness to accept responsibility, and the capacity to gain acceptance by prospects, customers, superiors, associates, and subordinates.

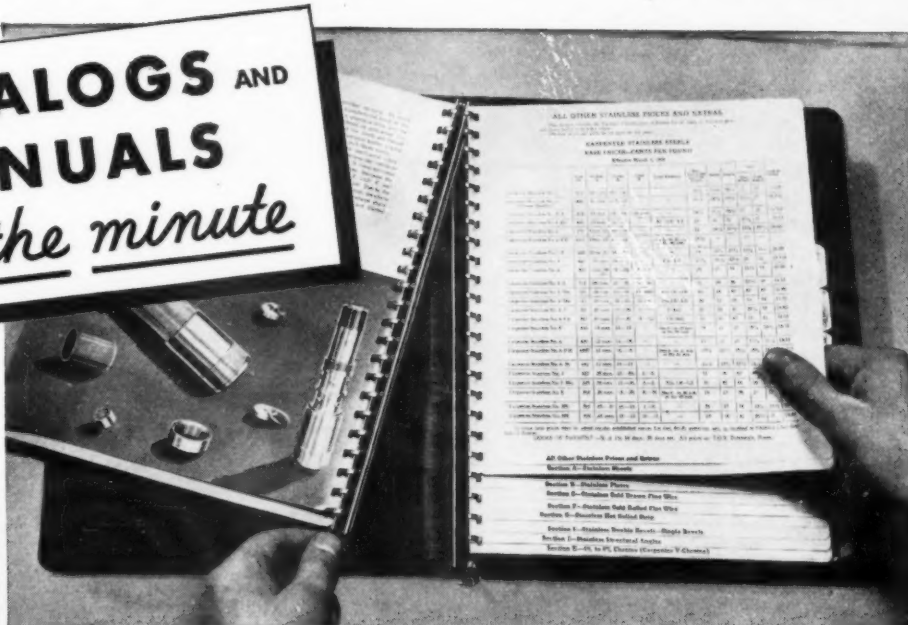
Obviously, it is a rare individual who is outstanding or even superior in more than a few of these traits. Nevertheless, these are characteristics which must be evaluated in every applicant, because if he chances to be particularly low in any one of them, the likelihood of his being a real success as a division or branch manager is seriously endangered.

Because of the intangibility of many of these personality traits, they must be approached and judged from a number of different points of view. The first measure of a man's make-up is his success on his job as unit supervisor. That is determined by his production, his stability, and his skill at directing and maintaining his unit. It is obvious that a supervisor who is an erratic or a consistently low producer with an individual unit is very likely to show the same results with a division or branch. A man who has not shown ability to manage a small unit,

SALES MANAGEMENT

KEEPS CATALOGS AND SALES MANUALS *up to the minute*

"The boss changed his mind again. Thank goodness, we can change those two pages."



SHEETS LIE FLAT AND TRUE *strongly protected, yet instantly changeable*

We practically had to coin a description of Swing-O-Ring — its a *loose-leaf mechanical binding*... all the best features of both types of binding.

Three to six times stronger than ordinary loose-leaf binding. Yet so compact, neat and adaptable, it can be used all the way from de luxe to heavy duty jobs.

Opens in a jiffy at any page — closes as easily and as accurately as good shears. The sheets lie flat and true.

Swing-O-Ring comes in any length from 4" to 40" — and in any color you choose. (Blend or contrast your colors). A 1/2" Swing-O-Ring holds 1/2" of paper! No waste, less weight for a salesman's kit, for shipping or for a fold-over or fold-back presentation.

Pick up a Swing-O-Ring job by one sheet — shake it — it holds! That's *page insurance* — long life for the job.

Swing-O-Ring is a product of The Fred Goat Co., Inc., manufacturers of precision engineering specialties since 1893. Your guarantee of a dependable, well-made product.

Ask your printer to dummy up your next catalog or sales manual in Swing-O-Ring. You'll like its serviceability and its looks. Also—we'd like to send you a free Swing-O-Ring pocket notebook. Write us today on your business letterhead.

Representative Firms who use

Swing-O-Ring

Carpenter Steel Corp. Benjamin Moore Paint Co.
Dodge Motor Car Co. Oliver Farm Equipment Co.
General Electric Co. The March of Time
General Motors U.S. Dept. of Agriculture
McKesson & Robbins, Inc. U.S. Rubber Co.



Your printer will gladly supply a Swing-O-Ring dummy for your next job... Also — Write us today for Free Swing-O-Ring pocket notebook.

Swing-O-Ring

THE MODERN MECHANICAL BINDING WITH LOOSE-LEAF FEATURES
SWING-O-RING, INC.

A division of The Fred Goat Co., Inc.
314 Dean Street



Precision Engineers.. Established 1893
Brooklyn, N.Y.

THERE'S A SWING-O-RING LICENSEE IN YOUR AREA

CALIFORNIA—LOS ANGELES
Coast Envelope and Leather Products Co.
SACRAMENTO
Silvius and Schoenbackler
SAN FRANCISCO
The T. J. Cardoza Co., Ltd.

COLORADO—DENVER
The W. H. Kistler Stationery Co.
CONNECTICUT—HARTFORD
Plimpton Mfg. Company

DIST. OF COLUMBIA—WASHINGTON
George A. Simonds and Company

IOWA—DES MOINES
Hawkeye Bindery Company

ILLINOIS—CHICAGO
Ellingsworth Mfg. Company

MARYLAND—BALTIMORE
Moore & Company, Inc.
MASSACHUSETTS—BOSTON
Thomas Groom & Company, Inc.
SPRINGFIELD
Springfield Printing & Binding Co.
MISSOURI—KANSAS CITY
Brent Printers
ST. LOUIS
National Cover and Mfg. Co., Inc.

MICHIGAN—DETROIT
The Burkhardt Company
NEBRASKA—LINCOLN
Woodruff Printing Company

NEW JERSEY—NEWARK
W. C. Horn Bro. & Co., Inc.
Parallex Wire Binding Co.
RUTHERFORD
The Garraway Company

NEW YORK—BEAVER FALLS
Beaver Products, Inc.
NEW YORK
Brewer-Cantelmo Co., Inc.
McKenzie Service Inc.
Shoves Mechanical Binding Co.
ROCHESTER
Wm. F. Zahndt and Son

NORTH CAROLINA—RALEIGH
Edwards and Broughton Company
OHIO—CINCINNATI
Charles F. Sterneberg
CLEVELAND
The Forest City Bookbinding Co.

PENNSYLVANIA
CLIFTON HEIGHTS
Buchan Loose-Leaf Records Co.
PHILADELPHIA
National Publishing Company
Novelty Bookbinding Company

PITTSBURGH
S. A. Stewart Company
TEXAS—DALLAS
American Beauty Cover Company
UTAH—SALT LAKE CITY
Stevens and Wallis, Inc.
WISCONSIN—MILWAUKEE
The Heintz Company
CANADA—TORONTO, 2
The Luckett Loose Leaf, Ltd.
ENGLAND—LONDON
Fisher Bookbinding Co., Ltd.
Pirie, Appleton and Co., Ltd.
HOLLAND—AMSTERDAM
Blikman and Sartorius, N. V.
SWEDEN—STOCKHOLM
Aktiebolaget P. Herzog and Soner
SWITZERLAND—BERNE
Alfred Weber A. G.

keep all *his men productive*, keep their morale high, and maintain his unit at full man-power without excessive turnover, is unlikely to be able to handle a larger group even as well.

The second measure of a man's personality is his stability. If he has a record of too frequent changes in position, especially if they are downward, he is probably a poor risk. He may not have moved because he wished to, but because things have happened on his past jobs. And it is likely that these same things will happen again. Moreover, turnover itself is always expensive. The man's knowledge of his job represents an investment which is lost when he leaves. His departure may also tend to disrupt the organization, which is also undesirable.

The third measure of a man's personality is his ability to handle complaints: Both those which originate among his men and those which come in from the public. If he has a record of poor morale among his men, or of an unusual number of complaints or returned goods, the likelihood is that something is wrong with his personality as it relates to this phase of his job.

The candidate's standing with respect to these three factors can be judged from home office records. It is not even necessary to consult his superiors to obtain these data. If a man is not *above average* with respect to all three of these factors, he should not be seriously considered for promotion. It is not essential that the man himself be the best salesman available. Often a *good salesman* with these other qualities will do better than the *top salesman* without them.

At Least 3 Raters Needed

Moreover, the star salesman is likely to be tempted to do too much selling himself for his men's good. It is especially important, moreover, that the man has shown good *executive* ability. This is what reflects itself in better than average production, lower than average turn-over in his unit, and freedom from customer complaints.

Since probably not more than 25% of the crew managers will be above average in all three of the qualities which have been indicated as essential, the use of these standards provides an important device for the elimination of men who lack even the minimum qualification for success.

The next step is to obtain more detailed information concerning those men who meet the preliminary requirements. This is done through the use of a comprehensive merit rating form or scale. The form is sent from

the home office into the field and is filled out by a *minimum of three* superiors or associates who are *personally well acquainted with the candidate and his work*. It is important that the men be rated independently by at least three persons to escape the almost inevitable favorable or unfavorable bias encountered in one man's opinion.

Great care must be employed in the choice of the traits to be included in the rating form and the manner in which they are described. To limit the trait description to their names,

not available to the rater should not be judged. Those traits on which you are not sufficiently informed, indicate by writing "don't know" on the line.

While the particular traits on which ratings should be made will vary according to the nature of the selling operation, certain ones among them are of special significance. These include selling ability, organizing ability, leadership, industry, ambition, willingness to accept responsibility, cooperativeness, attitudes toward company methods and policies, attitudes

<p>LEADERSHIP: Consider the extent to which men turn to him for leadership. Does he command other men's respect? Is he aggressive? Does he take an active part in meetings and other activities? Does he have a competitive spirit? Will he make or accept challenges? Is he a natural leader?</p>										
0	1	2	3	4	5	6	7	8	9	10
Extremely fine leader of men			Ordinary leadership ability				Shows little promise as a leader			
<p>INDUSTRY: Consider the man's ability to get work done. Does he come to work early and work late? Will he work of his own accord? Does he need to be continually watched? Will he work even without stimulus of a contest? Does he stay on the job? Is he a self-starter? Is he a steady worker?</p>										
0	1	2	3	4	5	6	7	8	9	10
Outstandingly industrious			Moderately industrious				Lazy			

The rater places a check on a scale to indicate how high he believes the candidate stands in each personality trait. Comprehensive description of each trait brings it from the realm of the general to the specific—gives the rater understandable standards by which to measure his man.

e.g., industry, ambition, leadership, etc., is extremely dangerous. These terms do not mean exactly the same thing to everyone. Consequently, they must be amplified by *comprehensive* and *specific* descriptions of the characteristics of the trait. Two examples will serve to illustrate how thoroughly this must be done. See illustration above.

In addition to the description of the individual traits, the persons to do the rating must be instructed in detail as to how it is to be done. Typical instructions follow:

INSTRUCTIONS

Read the entire form through carefully before doing any rating. Read carefully the description of each trait before making a rating. Indicate your judgment on each trait by a check (V) on the line below the description. Place your check any place on the line. It is not necessary to locate it directly at any one of the points.

Try not to over-estimate or under-estimate the man's characteristics. Keep in mind that no one is likely to deserve the highest rating on all traits. Most men have very few extremely high or extremely low characteristics.

Make notations, fill in explanatory remarks, or underscore detailed descriptions to clarify your reasons for giving a very low or a very high rating on any trait.

Traits on which adequate information is

toward supervision, and attitudes toward associates and subordinates. Of particular importance is often a rating on the specific nature of the men's motivation to keep driving for production. A typical trait description follows:

MOTIVATION

Consider whether the man has some strong motive to keep him driving for sales at all times. Underline each of the following factors that seems to be of importance in his case: 1. Conscientious desire to do a good job. 2. Willingness to follow instructions. 3. Need to support dependents. 4. Wish to make money. 5. Desire to improve his living conditions (including a new car). 6. Ambition to win promotion, get a better job with the company. 7. Extreme ambition. 8. Wish to be top man. 9. Desire to win prizes. 10. Ambition to be considered a leader. 11. Favorable wife influence.

Of even greater significance is a general rating on personality. A typical series of questions follows:

PERSONALITY

Consider whether the man has any traits or characteristics which would be either a help or a hindrance to him in gaining acceptance by associates and customers.

Is he alert, cheerful, enthusiastic, modest, patient, sympathetic, self-reliant, optimistic, considerate, poised, understanding or straightforward?

Is he nervous, moody, pessimistic, sar-

THE SWEET POTATO THAT BECAME A *Mother!*

UNTIL Dr. Julian C. Miller frightened a plant into motherhood, all American grown sweet potatoes came from tuberous roots bred in the tropics. Our native sweets never produced seed. And without seed there could be no improvement in existing plants.

But now American farmers can breed undreamed-of types . . . perhaps come up with that long-awaited paragon the perfect super-sweet which will beget plants true to form from seed.

Down at Louisiana State University, Dr. Miller nursed a potted sweet potato plant the first winter under glass . . . set it out next spring along a trellis. The second year, he cut a cruel gash three quarters through the vine . . . blockaded the roots, forced sugars and starches into leaf and stem.

Then the plant made her heroic decision. Though

it might cost her life, she would burst into bloom and seed, to make secure the perpetuation of her family.

This is just part of a thrilling story of plant breeding in *Country Gentleman*. The map-changing consequence of this particular chapter is that the sweet potato plant may provide the South with a livestock feed for the first time in history. It is also part of a deep-rooted reason why you should perpetuate your product through the advertising pages of this magazine.

For reading like this is meat and drink to Agriculture's top two million families. Remember that *Country Gentleman* is packed with this kind of vital news of livelihood month after month and you begin to realize why no other magazine can mean quite so much to its readers . . . or its advertisers!

Country Gentleman

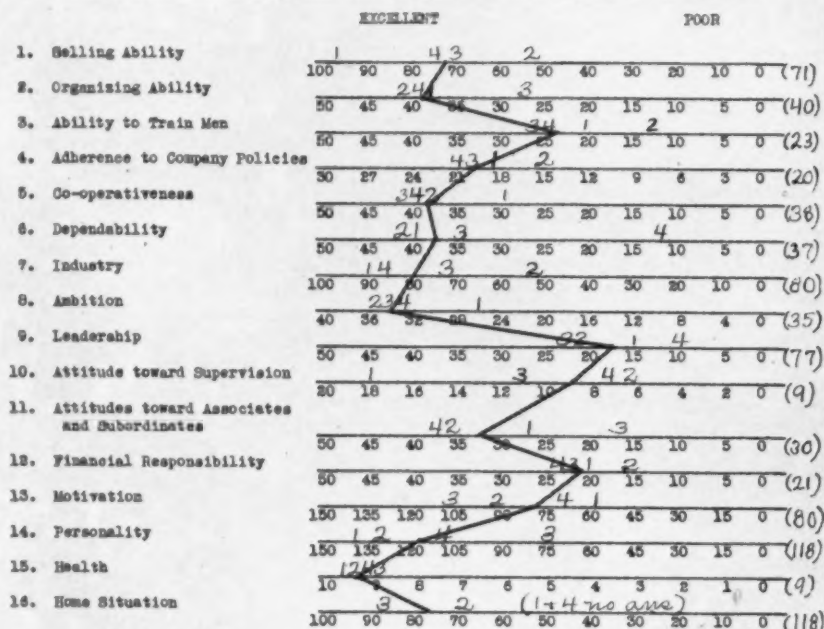
AGRICULTURE'S TOP TWO MILLION



THE PSYCHOLOGICAL CORPORATION

Name William Smith Position Area Mgr Branch 214
 City Chicago State Ill. Area 4 Supervisor J.C.B.

Rater A. Brown Position Personnel Code 1 Date 4-26-40
 Rater P. Williams Position Terr. Mgr Code 2 Date 5-1-40
 Rater Joe Peters Position Br. Mgr Code 3 Date 4-15-40
 Rater Mark Ellis Position Trainer Code 4 Date 5-12-40



Note: These weights appear only on this master sheet. If they were on the individual rating forms, they would influence the raters' judgments.

The medians of the judgments of four raters on the aptitudes of a candidate are here plotted on a master sheet to form a "profile" of the man's strength and weaknesses. Wide divergence of one rater's judgment from the median of the others' (as where Rater Mark Ellis (4) differs sharply from the others in his judgment of the candidate's dependability) often indicates that the rater lacks insight into the man's personality or that he needs further training in the methods and standards of man-measuring.

castic, intolerant, suspicious, jealous, bossy, egotistical, boastful, arrogant, shy, or dependent?

Does he whine, complain, or pass the buck? Has he a bad temper? Has he extreme ups and downs in mood?

Underline each trait which the man has to MORE THAN AN AVERAGE degree.

If he has outstanding traits other than those listed above, write them in this space

In addition to underlining the man's outstanding traits, check on the scale the degree to which his personality is satisfactory.

Where possible, it is also desirable to obtain a rating on the man's home situation as it relates to his work. Such an item follows:

HOME INFLUENCE

Consider the extent to which his home life will be helpful to him in his work. Are he and his wife congenial? Are there illnesses in the family which might interfere with his work? Are his wife and family favorable to his job?

As already mentioned, each of these

ratings must be made independently. If this precaution is not observed, the value of having more than one rating is lost. Where the ratings have been made without collaboration among the raters, much of value can be obtained by comparing them on a master sheet. If such a master form is prepared by plotting the judgments of each rater on each separate trait on a single sheet, using different colors, or symbols to distinguish the ratings of the several participants, the consensus with respect to each trait can be obtained. If the medians of the raters' judgments in each trait are connected, a profile may be drawn which indicates graphically the man's strong and weak points.

Of even greater practical importance, points of disagreement among the raters may be immediately detected. In such cases, further information may be obtained from each rater to account for these differences. By means of this form a constant check may be made on

the care with which each rater works and the degree to which he shows real insight into the man's personality.

Since good ratings are hard to obtain under the best of circumstances, it is important that each rater be given continued training. A form of this type is very helpful in checking the effectiveness of such training. A sample sheet of this type is reproduced on this page.

Through the use of a master chart of this character much valuable supplemental information may be obtained to aid management in its judgment of the qualifications of the men whom it is considering for promotion. This information is of importance not only in absolute sense, that is, in the determination of whether or not the man has the minimum qualifications for success, but also in an even more significant connection. This is the determination of the man's suitability for placement in a particular location to deal with a specific situation.

Basis for Weeding Out Unfit

In nearly every sales organization it is found that the problems facing the managers of different branches vary widely. In one area it may be difficult to recruit men; in another, the dealer situation may be a perennial problem; in still another, credits and collections may be the major source of trouble. Since it may require quite different types of men to cope with these varied conditions, the information provided by the ratings can often be of value in deciding not only the man's basic qualifications, but his desirability for location in a specific district.

The value of a rating procedure of this character lies not only in the information which it provides about the man's general qualifications, but also in its worth in permitting something of a quantitative measure of his fitness. In other words, these ratings may be used as a basis for eliminating men who do not appear to have the minimum qualifications for success.

The use of ratings for selection purposes involves the establishment of definite standards with respect to minimum standing on the various qualities upon which the man is rated. Ideally, these standards should be worked out statistically. A representative group of individuals now holding the positions for which applicants are to be considered should be obtained.

The members of this test group should be classified in terms of whatever criteria are available into satisfactory and unsatisfactory groups. The standing on each item of the rating

form of the men composing these two criterion groups should then be used as a basis for the determination of minimum levels of standing on each of the traits to be rated. This is done by establishing the degree of each trait which will eliminate the maximum number of unsatisfactory men and yet at the same time retain as many as possible of the successful men.

This method has the advantage of yielding more reliable standards than are obtained purely on the basis of opinion. On the other hand, it is often difficult to obtain enough cases of satisfactory and unsatisfactory men in the positions for which applicants are to be rated to permit the findings to be reliable statistically. In the second place, it is often difficult in the more responsible positions to make sharp differentiations between successful and unsuccessful incumbents.

This is owing primarily to the fact that success or failure is less sharply definable and may be judged differently, depending upon whether emphasis is placed upon production, employee stability, dealer relations, credit losses, or any one of a number of other indices which may be employed. Hence, from a purely practical standpoint, it may be preferable to employ the less accurate standards obtained by using the arbitrary judgments of those familiar with the work.

All Traits Not Equally Vital

When standards are established arbitrarily, it is usually desirable to obtain judgments as to the relative importance of the individual traits from a number of those acquainted with the details of the work. Since the individual traits will be of varying importance for success on the job, it becomes necessary to work out a basis to indicate the relative importance of each.

This may be done in much the same manner as is employed in job grading and rate setting. The value for each trait is set in such a manner as to weight each individual item in proportion to its significance. Thus, the range of values for one trait might vary from 0 to 10, that for another from 0 to 50, and that for a third from 0 to 100. This weighting of individual traits would necessarily have to be wholly a matter of opinion. While these weights could be rather unreliable, they should nevertheless have some value.

The varying degrees of each trait are set to represent multiples of the total range of the item. Thus, if the range for one trait is from 0 to 10, each of the 10 degrees of the trait would have a value of 1. If the range

MAY 15, 1940



No. 15 of a series

does the quality of **YOUR LETTERHEAD** *express the integrity of* **YOUR BUSINESS?**

One of the most respected trademarks in America is the red cross of Johnson & Johnson, the world's largest manufacturers of surgical dressings. And back of that trademark stands a reputation for soundly scientific laboratory research, for strict business integrity.

You get the picture of the Johnson & Johnson business from their letterhead. The design they have chosen is simple, clean-cut, dignified. The paper...is Strathmore.

Your letterhead, too, conveys the integrity and the personality of your business to your correspondents.

When you write a letter on STRATHMORE BOND, or STRATHMORE WRITING, it costs less than 1% more than the same letter written on the cheapest paper you might buy. And on STRATHMORE PARCHMENT, or STRATHMORE SCRIPT, as fine papers as can be made, a letter costs only 2.9% more. Such plus value, for so little cost difference, is sound business economy.

* * *

THE STRATHMORE BUSINESS PERSONALITY CHECK LIST shows all the ways in which a business is seen and judged by its public; gives all the *appearance factors* important to your business. Write on your business letterhead for this check list. Dept. S. M. 4 STRATHMORE PAPER COMPANY, WEST SPRINGFIELD, MASS.

STRATHMORE

**MAKERS
OF FINE
PAPERS**



"I've seen all the salesmen I care to for one day!"



for the trait is from 0 to 50, then each degree would have a value of 5. If the total range is from 0 to 100, each degree would have a weight of 10. In this manner allowance may be made for the degree to which the applicant possesses each of the traits on which he is rated. (See chart on page 52.)

By using the median of the judgments of the various raters on each trait as the applicant's score on that particular item, the rating on each applicant for each trait may be given a numerical value. Thus, the sum of the values given the individual on each trait will represent a composite score which will provide a measure of the man's general desirability or undesirability. Because this composite score is made up of all of the individual ratings, it is flexible, that is, the items on which a man is high will tend to compensate for those on which he is low, yielding a general average, or over-all score.

This fact that the ratings yield a single over-all score is at once a source of strength and also of weakness in a procedure of this character. While the applicant's composite score represents an average, as it were,

it does not say whether or not he will be suitable for particular situations in the field. These must in every case be judged by company executives in terms of their knowledge of the requirements of a particular opening. These composite scores are of value principally in eliminating those men from consideration whose total qualifications are of such a low order that they are of doubtful promise for the job.

In other words, a weighting procedure of this character is primarily of value as a short cut device to weed out those whose qualifications are below an arbitrarily established minimum. In many cases the same results can be obtained by an inspection of the ratings without recourse to these numerical standards.

The principal weakness of rating devices for selection work is that they are subject to what is known as the "halo" effect. This means that it is extremely difficult for the average rater, even though subjected to thorough training, to rid himself of a bias in his ratings growing out of his general attitude toward the person being rated. If, for example, the man is an excellent salesman, this may so please

the rater that in addition to marking him excellent in salesmanship ability, he will also rate him high on other traits, such as his attitude toward company policies, even though the man may actually be very low in this characteristic.

No method of weighting or numerical evaluation can eliminate this weakness of all rating procedures. The only manner in which this factor may be even partially compensated for is by using a number of raters working independently, with the hope that the favorable biases of some will be cancelled by equally unfavorable biases of others. This is not a very happy nor wholly reliable basis for correcting errors owing to the "halo" effect, but it is the only one which is available.

Whom Shall We Test?

A practical program for the preliminary choice of men for promotion to branch and division managership involves two steps:

(1) The selection of promising material from among men now serving as supervisors or junior managers on the basis of their production, the stability of their units, their own stability, and the relative number of complaints in their territory.

(2) The determination of the suitability of these men in terms of their personality qualifications by means of rating procedures. The objective of such a program is to establish a pool of promising material for promotion to more responsible positions. Where such a pool exists, management will not find itself faced with the necessity of making snap judgments concerning men's qualifications when it becomes necessary to make promotions.

To select promising material from among men in junior supervisory positions, it is desirable for management to review at regular intervals, perhaps quarterly, these men's records with respect to production, the extent of turnover in their territories or areas, and the number and character of complaints. All of this information should be found on home office records.

In analyzing these data, care should be used in allowing for the influence of local factors. Thus, if a man is working in the Detroit area, and for some reason, such as a strike, several of the major automobile plants are closed down, recognition of this fact should be taken in evaluating the man's production record. Inversely, if the area in which he is working is known to be enjoying a local boom, corresponding allowance must be made for this factor.

In the same manner, outside influ-

ences may affect the amount of turnover among the candidate's men. Thus, if business conditions greatly improve in an area and a number of well-paying and steady jobs open up, it will be increasingly difficult for the man considered to maintain his sales group at full strength, especially if they work on a straight commission basis, unless he is an unusual manager.

Local variations may be compensated for in part by considering men in each district, branch or territory separately. In making the first rough choice, the top 10% with respect to all of the factors (production, turnover among men, candidate's length of service, and complaints), should be singled out for further investigation. Next, these questions should be asked:

Has this man been in the top 10% in previous quarters? If not, in what respect has he been weak? Is it likely that his weakness will recur? In general, has the trend of the man's performance with respect to these factors been up, down, irregular or reasonably consistent? If it seems to be tending downward, or shows marked inconsistencies, the man is probably not good potential material.

Likewise, if he is high in one or two of these elements, but is consistently low in the others, he should probably be eliminated from immediate consideration. It is, of course, possible at this time to take steps to bring up the men who are weak in one or more respects, but in the meantime they should not be considered as material for promotion to more responsible positions.

Now, a Second Winnowing

After this first weeding-out process has taken place, the 10% will probably have been reduced to a maximum of 5%. This group should then be subjected to the second part of this preliminary investigation: By means of ratings, the general suitability of their personalities to the job should be ascertained. Where a weighted rating form has been worked out, this should not be difficult. On the basis of previous experience, management should know the minimum numerical rating which a man should have to entitle him to further consideration. In consequence, each man who has proved satisfactory with respect to his production, the stability of his unit, his own length of service, and freedom of territory from complaints should be the object of ratings by at least three men who know him.

As has already been indicated, these ratings should be made absolutely in-

MAY 15, 1940



Try Some Dickie-Raymond **HORSE-SENSE** in Your Sales Promotion

WE don't believe in clever "inspirations," personal "hunches," disconnected ideas not welded into a complete program. They have seldom made the lines go up on a sales chart.

But we *do* believe that sound planning — based on horse sense, on solid, practical experience, and fitted to a specific problem — *can* make a sales program go to town. We've seen it happen. We've helped to *make* it happen.

For twenty years, we have specialized *only* in Sales Promotion, Merchandising and Direct Advertising. There's no other organization like us in our field — and we know our field thoroughly. No stronger proof need be shown than this one fact: 9 out of 10 of our clients continue with us year after year.

For Dickie-Raymond programs are planned every inch of the way. Your problem goes through the following six distinct steps — steps that have been tried and tested through long experience.

(1) We learn all we can about your product and promotional problem. (2) Your situation is discussed in our Plan Board — the weight of a group-mind brought to bear. (3) You are told the promotional steps we believe necessary, the extent of service involved, and our creative fee, but you receive no plans, copy or layouts "on speculation." (4) We discuss our proposal jointly before you agree to have us work with you. (5) Our Plan Board gives you a complete plan — an outline of advertising and merchandising steps recommended, basic sales appeals, copy themes, budget of costs. (6) Then the Plan, approved by you, is ready for actual production.

Yours on Request — A Booklet Explaining D-R Methods

If you would like to know more about a unique organization, and a proven plan of operation, we will be happy to send you a booklet explaining Dickie-Raymond methods — and the results they have brought — in greater detail. A request on your business letterhead will bring it to you.

Dickie-Raymond, Inc.

MERCHANDISING & SALES PROMOTION COUNSEL, DIRECT ADVERTISING

80 Broad Street, Boston



"I've seen all the salesmen I care to for one day!"



for the trait is from 0 to 50, then each degree would have a value of 5. If the total range is from 0 to 100, each degree would have a weight of 10. In this manner allowance may be made for the degree to which the applicant possesses each of the traits on which he is rated. (See chart on page 52.)

By using the median of the judgments of the various raters on each trait as the applicant's score on that particular item, the rating on each applicant for each trait may be given a numerical value. Thus, the sum of the values given the individual on each trait will represent a composite score which will provide a measure of the man's general desirability or undesirability. Because this composite score is made up of all of the individual ratings, it is flexible, that is, the items on which a man is high will tend to compensate for those on which he is low, yielding a general average, or over-all score.

This fact that the ratings yield a single over-all score is at once a source of strength and also of weakness in a procedure of this character. While the applicant's composite score represents an average, as it were,

it does not say whether or not he will be suitable for particular situations in the field. These must in every case be judged by company executives in terms of their knowledge of the requirements of a particular opening. These composite scores are of value principally in eliminating those men from consideration whose total qualifications are of such a low order that they are of doubtful promise for the job.

In other words, a weighting procedure of this character is primarily of value as a short cut device to weed out those whose qualifications are below an arbitrarily established minimum. In many cases the same results can be obtained by an inspection of the ratings without recourse to these numerical standards.

The principal weakness of rating devices for selection work is that they are subject to what is known as the "halo" effect. This means that it is extremely difficult for the average rater, even though subjected to thorough training, to rid himself of a bias in his ratings growing out of his general attitude toward the person being rated. If, for example, the man is an excellent salesman, this may so please

the rater that in addition to marking him excellent in salesmanship ability, he will also rate him high on other traits, such as his attitude toward company policies, even though the man may actually be very low in this characteristic.

No method of weighting or numerical evaluation can eliminate this weakness of all rating procedures. The only manner in which this factor may be even partially compensated for is by using a number of raters working independently, with the hope that the favorable biases of some will be cancelled by equally unfavorable biases of others. This is not a very happy nor wholly reliable basis for correcting errors owing to the "halo" effect, but it is the only one which is available.

Whom Shall We Test?

A practical program for the preliminary choice of men for promotion to branch and division managership involves two steps:

(1) The selection of promising material from among men now serving as supervisors or junior managers on the basis of their production, the stability of their units, their own stability, and the relative number of complaints in their territory.

(2) The determination of the suitability of these men in terms of their personality qualifications by means of rating procedures. The objective of such a program is to establish a pool of promising material for promotion to more responsible positions. Where such a pool exists, management will not find itself faced with the necessity of making snap judgments concerning men's qualifications when it becomes necessary to make promotions.

To select promising material from among men in junior supervisory positions, it is desirable for management to review at regular intervals, perhaps quarterly, these men's records with respect to production, the extent of turnover in their territories or areas, and the number and character of complaints. All of this information should be found on home office records.

In analyzing these data, care should be used in allowing for the influence of local factors. Thus, if a man is working in the Detroit area, and for some reason, such as a strike, several of the major automobile plants are closed down, recognition of this fact should be taken in evaluating the man's production record. Inversely, if the area in which he is working is known to be enjoying a local boom, corresponding allowance must be made for this factor.

In the same manner, outside influ-

ences may affect the amount of turnover among the candidate's men. Thus, if business conditions greatly improve in an area and a number of well-paying and steady jobs open up, it will be increasingly difficult for the man considered to maintain his sales group at full strength, especially if they work on a straight commission basis, unless he is an unusual manager.

Local variations may be compensated for in part by considering men in each district, branch or territory separately. In making the first rough choice, the top 10% with respect to all of the factors (production, turnover among men, candidate's length of service, and complaints), should be singled out for further investigation. Next, these questions should be asked:

Has this man been in the top 10% in previous quarters? If not, in what respect has he been weak? Is it likely that his weakness will recur? In general, has the trend of the man's performance with respect to these factors been up, down, irregular or reasonably consistent? If it seems to be tending downward, or shows marked inconsistencies, the man is probably not good potential material.

Likewise, if he is high in one or two of these elements, but is consistently low in the others, he should probably be eliminated from immediate consideration. It is, of course, possible at this time to take steps to bring up the men who are weak in one or more respects, but in the meantime they should not be considered as material for promotion to more responsible positions.

Now, a Second Winnowing

After this first weeding-out process has taken place, the 10% will probably have been reduced to a maximum of 5%. This group should then be subjected to the second part of this preliminary investigation: By means of ratings, the general suitability of their personalities to the job should be ascertained. Where a weighted rating form has been worked out, this should not be difficult. On the basis of previous experience, management should know the minimum numerical rating which a man should have to entitle him to further consideration. In consequence, each man who has proved satisfactory with respect to his production, the stability of his unit, his own length of service, and freedom of territory from complaints should be the object of ratings by at least three men who know him.

As has already been indicated, these ratings should be made absolutely in-

MAY 15, 1940



Try Some Dickie-Raymond **HORSE-SENSE** in Your Sales Promotion

WE don't believe in clever "inspirations," personal "hunches," disconnected ideas not welded into a complete program. They have seldom made the lines go up on a sales chart.

But we *do* believe that sound planning — based on horse sense, on solid, practical experience, and fitted to a specific problem — *can* make a sales program go to town. We've seen it happen. We've helped to *make* it happen.

For twenty years, we have specialized *only* in Sales Promotion, Merchandising and Direct Advertising. There's no other organization like us in our field — and we know our field thoroughly. No stronger proof need be shown than this one fact: 9 out of 10 of our clients continue with us year after year.

For Dickie-Raymond programs are planned every inch of the way. Your problem goes through the following six distinct steps — steps that have been tried and tested through long experience.

(1) We learn all we can about your product and promotional problem. (2) Your situation is discussed in our Plan Board — the weight of a group-mind brought to bear. (3) You are told the promotional steps we believe necessary, the extent of service involved, and our creative fee, but you receive no plans, copy or layouts "on speculation." (4) We discuss our proposal jointly before you agree to have us work with you. (5) Our Plan Board gives you a complete plan — an outline of advertising and merchandising steps recommended, basic sales appeals, copy themes, budget of costs. (6) Then the Plan, approved by you, is ready for actual production.

Yours on Request — A Booklet Explaining D-R Methods

If you would like to know more about a unique organization, and a proven plan of operation, we will be happy to send you a booklet explaining Dickie-Raymond methods — and the results they have brought — in greater detail. A request on your business letterhead will bring it to you.

Dickie-Raymond, Inc.

MERCHANDISING & SALES PROMOTION COUNSEL, DIRECT ADVERTISING

80 Broad Street, Boston

Publisher's Sworn Statement

Daily Average Net Paid Circulation of the
AKRON BEACON JOURNAL
Six Months' Period Ending March 31, 1940

CITY ZONE—	
Total City Zone.....	84,676
RETAIL TRADING ZONE—	
Dealers and Carriers.....	10,409
Mail Subscriptions.....	1,925
Total Retail Trading Zone.....	12,334
Total City and Retail Trading Zones.....	97,010
ALL OTHER—	
Dealers and Carriers.....	1,621
Mail Subscriptions.....	1,546
Total "All Other".....	3,167

DAILY AVERAGE NET PAID
 FOR SIX MONTHS' PERIOD.....**100,177**

SUNDAY AVERAGE NET PAID
 FOR SIX MONTHS' PERIOD.....**75,626**

DAILY AVERAGE NET PAID,
 MARCH, 1940.....**101,012**

SUNDAY AVERAGE NET PAID,
 MARCH, 1940.....**77,782**



WE have chosen a bit of baseball vernacular to emphasize the fact that the Kalamazoo Gazette has been scored with a nice "assist" for Lipton's Tea. According to W. O. Bestervelt, owner

of Kalamazoo's independent chain of super-markets, "Our sales on Lipton's Tea have nearly tripled since advertising started in the Kalamazoo Gazette." Booth newspaper advertising sells.

For further facts, ask I. A. Klein, 50 E. 42nd Street, New York, or John E. Lutz, 435 N. Michigan Avenue, Chicago.

BOOTH
Michigan

Muskegon Chronicle • Kalamazoo Gazette
 Jackson Citizen Patriot
 Grand Rapids Press • Ann Arbor News
 Flint Journal • Saginaw News • Bay City Times

NEWSPAPERS

dependently of one another. This also means that a subordinate should not be required to submit his ratings to his superiors for transmission to the home office, but these should be sent direct. If the subordinate knows that his ratings are to be reviewed by his superior, he is very likely to be subjected to the temptation to rate the candidate as he believes his superior would want him judged, not as the rater himself believes it should be done.

As soon as the ratings are received and are plotted on the master sheet the numerical weight for the man should be calculated. In the event that the ratings are above the established minimum, then the management should inspect them to determine the points on which the man is strong and those on which he is weak, with the thought of placing him in terms of the requirements of specific operating situations.

Spur to Further Improvement

Through the use of standards of production, stability of man power, length of candidate's service, freedom from customer and dealer complaints together with rating procedures, such as have been described, it becomes possible for management to build up a pool of potentially promising men to fill vacancies when they occur in the positions of branch or division managers.

Not only will management avoid the embarrassment of having no one to put into these vacancies when they develop, and risk spoiling a good subordinate by promoting him to an executive position for which he is not qualified, but the use of a system of this character has an excellent effect upon the morale of the men selected by it. When a man knows that he is being definitely considered for promotion to a more responsible position, it usually serves as a stimulus to him to do his best.

Likewise, if he is deficient in one or more minor respects, he will be more cooperative with respect to attempts made by management to improve him. Consequently, the introduction of a program of this type should be of benefit not only to management in helping it to make more judicious selections, but also to the men under consideration, and through them to the organization as a whole.

In a second article Mr. McMurray will describe the interviewing technique used in the same project for which the testing methods discussed here were developed.—THE EDITORS.

SALES MANAGEMENT

ELIMINATE GUESSWORK!

THE ONLY BOOK OF ITS KIND IN EXISTENCE
EVERY PHASE COMPLETE, AUTHORITATIVE
— AND INDISPENSABLE



PREMIUM ADVERTISING AS A SELLING FORCE

By **FRANK H. WAGGONER**

Editor, Premium Practice Magazine
Associate Editor, Sales Management

PRICE

\$3.50

LET THIS AMAZING BOOK SHOW YOU—

- How to get maximum profit out of every campaign
- How to fix the value of the premium
- Whether your premium offer is legal or not
- What to avoid in selecting a premium
- How to merchandise the premium offer
- When and how to pre-test your offer
- When to use a direct premium—coupon
- Whether to offer cash or merchandise
- How to select the right plan
- How to prejudge results
- How to handle redemptions at least cost
- and the tested answers to scores of other questions.

Here is presented for the first time the sum total of successful premium experience over the years—detailed information on the whole subject of premiums, set down in orderly arrangement for easy and ready reference. One of the oldest of all selling forces and one of the strongest allies today to help all forms of advertising yield more orders is now reduced to infallible, money-making formulas, the result of years of costly trial and error. Tells **WHEN** and **HOW** and **WHICH** of the various types of premiums to select to do a specific job; what offers to use for jobbers' salesmen, dealers and

clerks, one's own sales organization, and consumers. Gives a digest of all laws, old and new, pertaining to premium use; tested campaigns for twenty-two sample industries; the *right* answers to every question about premiums that users, manufacturers, sales organizations, and advertising agencies could possibly ask. Not only is this the **ONLY BOOK ON THE SUBJECT** and therefore of immediate value to all who seek to improve methods and results, but its accuracy and scope guarantee its usefulness as second to none in the field of important advertising references.

PREMIUM PRACTICE MAGAZINE
420 Lexington Ave., New York, N. Y.

Enclosed is check money order for \$3.50, for which please send me "PREMIUM ADVERTISING AS A SELLING FORCE."

Name.....

Address.....

City..... State.....

Uncle Sam, Employment Agent, Can Help You Find Qualified Salesmen

His system (operated by the states and the Federal Social Security Board) catalogs workers' experience and abilities and refers them, on request, to executives — at no cost to either. It has made 11,000,000 placements in private industry, saving employers' time by a selective system.

program, operated jointly by the states and the Federal Social Security Board, renders valuable assistance as an employment agency, many others do not. The following experience of Robert S. Hill, sales manager of Encyclopedia Britannica, Inc., New York, is typical of the use to which these agencies can be put:

"I recently had the job of building up a sales organization in Kansas, Iowa, Missouri and Nebraska," he told SM. "Classified ads in newspapers were expensive, and the applicants they produced were—in the main—not of a desirable type. Further, much of my time was consumed interviewing and weeding out the applicants.

"Private employment agencies could not supply me with salesmen of satisfactory qualifications in sufficient numbers.

"Quite by chance I heard of the U. S. Employment Service and its state divisions, and decided to give them a trial. I outlined the type of salesman I wanted, both full and part-time. I was shown a fully-indexed file of men who fitted my specifications. Their past experience, education, family, residence, together with letters from former employers, and a photograph of the men accompanied each file. Moreover, former employers had filled out questionnaires on the men which graded them on such abilities as judgment, reaction to criticism, ability to supervise, self-reliance, etc.

"From these files I selected a group of men. They were notified (by mail, telephone, and telegraph) by the state employment service to meet me for interviews. The state employment service provided an office for the interviews. I was able to hire high-grade men in a short time, at no expense.

"This experience with the state employment agencies opened my eyes to a service of which I had previously been unaware."

The nation-wide public employment office system was established under the terms of the Wagner-Peyser Act in July, 1933. Since then some 1,600 offices have been set up in cities and towns throughout the country. In addition, about 2,700 part-time offices are maintained in outlying or thinly-populated areas. They are served by traveling representatives who call weekly or twice-weekly.

In the seven years since their inauguration these offices have made 28,-

REGISTRATION					
Dunsonson David S.			REGISTRATION DATE 9-19-38		
LAST NAME FIRST MIDDLE INITIAL			SOC. SEC. NUMBER 002-01-2211		
3840 N. Washington St., Waterloo, Ia.			1677-40963		
PRESENT ADDRESS CITY STATE			OCCUPATIONAL PREFERENCE		
3-3581			1. Sales Promotion & Pub. Rel.		
TELEPHONE NUMBER			2. Salesman		
EDUCATION - TRAINING					
SCHOOLS ATTENDED	No. of Years	No. of Months	Did You Graduate	Date Graduated	Degree Received
Grade School Sabin			Yes		
Grade School					
High School Wentworth Military Academy			No		
High School North			Yes		
College-University Des Moines Univ.			Yes		BA
College-University Univ. of Commerce			Yes		
College-University					
Special School Hellen Private School					
Special School Public Speaking-Prof. Ryan-Grinnell College					
Think of Master Degree - Doctor's Dissertation					
MAJOR SUBJECTS		Credit Hours	COLLEGIATE TRAINING		
College-University			Research-Communication-Experimentation		
Business Adm.					
Economics					
MINOR SUBJECTS					
SPECIAL SUBJECTS					
Public Speaking					
ADDITIONAL ABILITIES					
Signs					
Instrumental Music					
Activities - Type X					
Baritone					
Tyng					
Shooting					
Other					
ACTIVITIES			MEMBERSHIP IN ASSOCIATIONS		
High School Athletics			Professional		
College			Craft-Trade		
University Athletics			Social - Masons - Des Moines Gun Club		
Hobby Hunting-Fishing			Club Former member Des Moines Golf Club		
Personal Outdoor Sports			Honorary Chamber of Commerce		
Date of Birth 7-21-09 6'5" 195			Place of Birth Council Bluffs, Ia.		
Nationality American Race White			Citizen Yes Years in State 38		
Single Married Widowed Divorced			Number Dependents One		
Age: With 35 Children			Physical Condition Excellent		
Physical or Organic Defects - Describe			None		
Foreign Born Yes Amount Any Amt.			Type of Insurance Carried Life		
Amount of Insurance Carried \$12,000			Own Automobile Yes Model Fly, Sedan		
Driver's License Yes			Own Home or Rent Rent		
Place to Travel Yes			Prefer Supervision as an Employee		
Prefer to Develop Own Ideas Yes			Prefer Detail Work Creative Work Yes		
Education Preference			Salary Minimum		
Can You Supervise Others? Yes			Religious Preference Protestant		
Volunteer of War of U. S. A.?					

Here is the first page of a brochure which the Iowa State Employment Service maintains for workers of exceptional qualifications. Other pages give a complete record of former jobs, references, and ability ratings by former employers. The name and information reproduced are fictitious.

AN employer with a job to fill today finds himself in a "buyer's market"—privileged to dip into a huge reservoir of available manpower and select at will. This privilege, which on the surface, seems to make hiring a simple matter, in reality complicates it. For

how are you going to find the most efficient employe when he is literally "one in a million?"

Perhaps your Uncle Sam, and his nephews the 48 state governments, can help you select the right personnel.

While many business executives realize that the Employment Security

*Count the Readers per dollar
instead of Lines per dollar*
... THEN YOU'LL GO ROTO, TOO!



THE ROTO SECTION ATTRACTS 81% OF THE WOMEN READERS

ROTO PICTURES LIKE THESE ATTRACT 80% MEN READERS

**Roto Gets Readership Second Only to Page One
Because There's Something for Everybody in Roto Sections**

"READERS PER DOLLAR" is here submitted as a more efficient yardstick to use when you buy space. When you apply this yardstick to newspaper space, ROTO must stand at the head of your list, because unbiased tests conducted under the well-known Gallup method conclusively prove rotogravure picture sections are second only

to page one in newspaper reader traffic!*

In rotogravure sections you can cover better than one out of every two homes in the nation. Or you can use roto's tremendous power to increase sales in a single city, area or zone. With roto you get "preferred" position, because every roto page is a preferred page—by newspaper

readers. With roto you get far better printing and reproduction. Your advertising in roto takes on an atmosphere of quality which naturally is immediately associated with your product.

For more information, write Kimberly-Clark Corporation, 8 South Michigan Avenue, Chicago. We maintain a research, service and statistical department for the convenience of advertisers and publishers. There is no charge for our help.

**Based on a continual analysis of how 21 different papers in 17 key cities are read.*

Kleerfect Rotoplate Hyfect

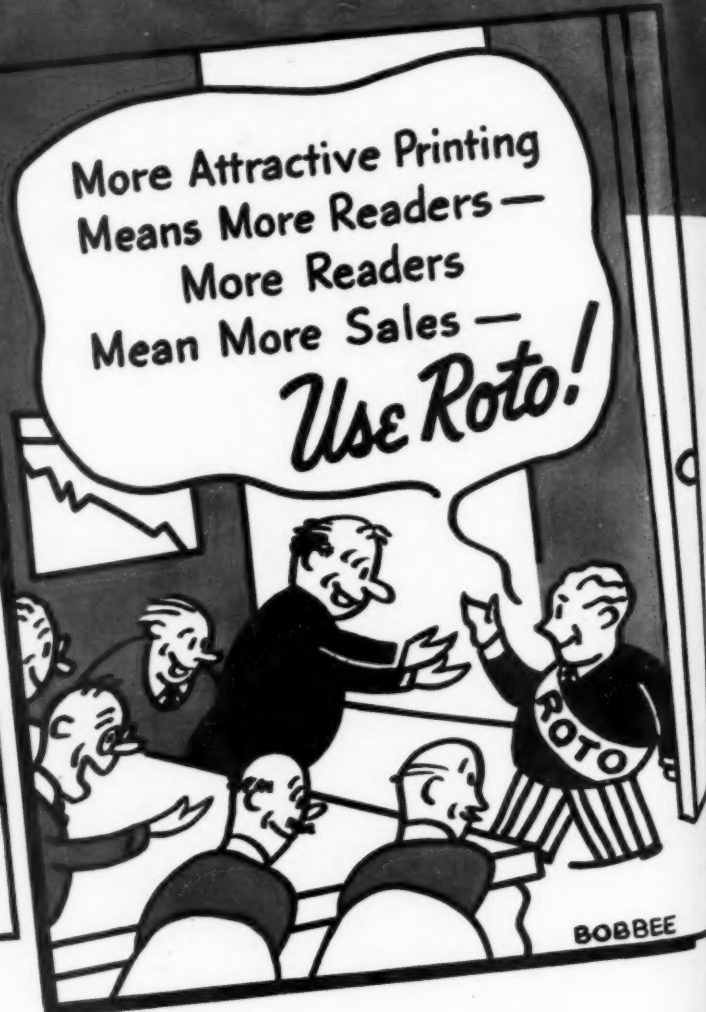
THE NATIONALLY-ACCEPTED ROTOGRAVURE PAPERS
Manufactured by
KIMBERLY-CLARK CORPORATION
Established 1872 — Neenah, Wisconsin

Proof of the Power of ROTO

Write Kimberly-Clark for free book on rotogravure advertising. It presents the findings of Gallup Method surveys, and other valuable information for advertisers and publishers.



GET MORE FOR YOUR MONEY WITH *Rotogravure*



LET THE EYE-APPEAL that attracts millions and millions of readers to newspaper rotogravure sections work for you in direct advertising, too! Print your brochures, circulars and catalogs in rotogravure.

When you use rotogravure, you have command of a medium that commands respect. Rotogravure creates a quality atmosphere all its own, which the reader naturally associates with the product advertised. In glowing full color or rich monotone, roto says: "This

is high-grade merchandise!" Check your own reaction to fine rotogravure printing for proof of this statement.

You are invited to call in a Kimberly-Clark rotogravure man for any help you may need in preparing material for rotogravure. There is no charge for this service, which is available to you at each of our offices. If you prefer, write for advice and samples of these famous rotogravure papers:

Kleerfect *Rotoplate* *Hyfect*

Remember, paper plays a vitally important part in the effectiveness of rotogravure—choose it carefully! Compare the nationally-accepted rotogravure papers made by Kimberly-Clark Corporation, listed above. They come in wanted weights and sizes to suit your requirements, to meet your budget.

Kimberly-Clark Corporation

Established 1872 — Neenah, Wisconsin

New York

Los Angeles
410 West Sixth Street

Chicago
8 South Michigan Avenue

572,000 placements, of which 11,771,000 were with private employers. Totals represent placements rather than persons placed. There were many instances in which the same person was placed in more than one job over the seven-year period.

Placements of men with private employers last year includes 20,813 in professional and kindred occupations, 75,824 in sales jobs, and 41,127 in clerical occupations. The number of women placed in similar jobs was even higher. These figures do not include placements made in governmental organizations or on public works.

Wage earners who are covered by their state unemployment compensation law are required to register for work at a public employment office, when they lose their jobs, in order to be eligible for unemployment benefit payments. The program aims to help the worker find a satisfactory job; it pays benefits only if a job cannot be found.

Chief purpose of the employment offices is to refer unemployed workers to jobs in private industry. However, they also fill jobs on certain government projects—Federal, state, or local.

When a worker "registers" at an employment office he is given a private interview by an experienced employment officer. (All employees of the state employment services are selected for their jobs through competitive examinations under a merit system.)

Experts Sort and Classify

In the larger offices each interviewer specializes in certain occupations so that he has a thorough knowledge of the kinds of jobs available and the experience a worker needs to qualify for such jobs. The interviewer makes a complete record of the worker's skills, training, his former jobs, the kind of work he is seeking, the wages he will accept, and all other necessary information. He notes all types of work for which the individual is qualified.

If, for example, a man is a trained automobile mechanic but has also worked as a bus driver and tractor operator, a separate card is placed under each of these headings in the office file of job seekers. Thus the worker has an opportunity to be considered for an opening in any one of these three fields.

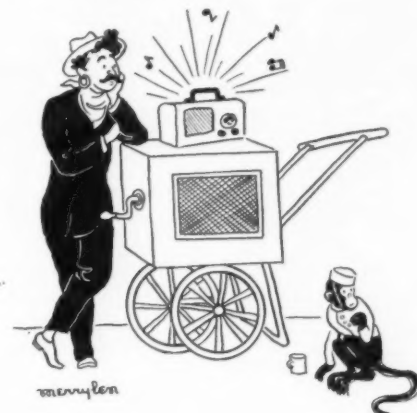
Will S. Denham, director of the Missouri State Employment Service, explained to SM how the system works. It is virtually identical in all states:

"Suppose an employer gives an order for, let us say, a capable and ambitious salesman who has had at

least two years' experience selling cash registers. The placement expert runs through the files on salesmen. Retaining only the cards of cash register salesmen, he may discard 90% of the cards. Under another system perhaps scores of salesmen would have found their way to the employer's door in the belief that, having sold real estate, or brushes, or books, they could sell cash registers.

"Next the placement officer takes up another consideration: Cash register salesmen, *two years' experience*. Only those with the minimum qualification are retained. They represent those to whom the employer, after hours of interviewing, would give consideration.

"Finally the employment specialist reviews the personal characteristics demanded by the employer. By this time the group of eligibles is a thin one. When a few applicants have been winnowed out, hundreds will have been considered and rejected. In privacy, with no feelings to offend, no risk of losing good will for the employer's firm, and with no expense or false hopes aroused for the applicants, the sifting progresses."



If the employer is not satisfied with the first few people referred to him, others can be called upon. Should it be impossible to locate a suitable worker locally, the employment office can quickly notify other offices in the state or, if necessary, in other states. Offices in each state, in the District of Columbia, Alaska and Hawaii are linked together in a clearance system so that the entire country can be combed until exactly the right worker is found for the job.

Whether or not the people referred by the employment office are hired depends entirely upon the employer and the prospective employee. Neither is under any compulsion to hire or to be hired. And neither pays a cent for this service.

More than 18,000 different kinds of jobs in a wide range of industries and occupations have been classified and

described in a "Dictionary of Occupational Titles" compiled by the Employment Service headquarters in Washington. Included are such oddities as: "Dinkey Skinner" (industrial-locomotive operator), "Moocher" (rivet inspector), "Bat-in Man" (highway construction), "Zoogler" (who is a special sort of timber logger), and many others.

This information has been secured by personal survey of workers on the job and by interviews with thousands of employers and supervisory employees. The Employment Service has also prepared a number of studies which describe in detail the nature of various jobs in any one industry. Employment offices are thus equipped with up-to-date and complete information about the skill and experience necessary for most types of business.

The offices attempt to make an equally careful study of each worker's qualifications. In addition to the personal interviews conducted by personnel experts, many offices use various types of performance tests which measure an individual's ability to do certain mechanical or clerical tasks. For instance, stenographers and typists may be given speed and accuracy tests before being referred for jobs. Lists of scientifically prepared questions about various occupations are also used to measure a worker's knowledge and experience in his trade.

"For Crack Workers Only"

Many state employment offices maintain special files for workers of outstanding ability in professional, technical and commercial fields. "Most of the applicants in this file are employed, but are in search of work entailing greater opportunity," says W. D. Kline, state director of the Iowa Employment Service, in explaining how his office operates such a specialized service.

"When men of exceptional qualifications are needed it is not only important to have numbers of workers available and to be able to reach those workers promptly, but perhaps it is even more important to have a means of classifying workers into useable and non-useable groups according to industry's requirements.

"In this Iowa central file are approximately 500 workers in the engineering, managerial, sales, and technical fields. Credentials for each man consist of his photograph, a detailed analysis of work history and training, complete personal data from height, weight and religion to club memberships, and evaluation reports by former employers and associates. This mate-

rial is bound in an attractive brochure.

"It has not been difficult to attract outstanding workers to the file because of the cooperation of executives in search of employees. The activity in this department has reached an all-time high with respect to the number of employer requests for outstanding workers."

Public employment service saves employers the time and expense of interviewing large numbers of applicants, many of whom may be unsuitable for the job to be done. With the prelimi-

nary interviewing expertly handled by the employment office, an employer can quickly make a selection from among a limited number of qualified individuals. Thus he has on call, classified and described in detail, the largest available pool of labor in his community and in the country.

Your Uncle Sam's inspection label on foods is a guarantee of a specific quality. His label, and that of the state employment offices, on job applications, is coming to denote the same high standards.

smoker planned for the evening will have as master of ceremonies Gene Flack, public relations counsel of Loose-Wiles Biscuit Co.

Four addresses on various topics relating to "Sales Management Methods and Contingent Factors" will be featured on the Friday morning program. W. V. Ballew, vice-president of Dr. Pepper Co., will be the presiding officer of the session and will introduce the following speakers: Earl Constantine, president of the National Hosiery Association and president of the Trade Associations' Association, who will speak on "Trade Associations, Their Aid to Sales"; Verne Orr, vice-president of Chrysler Motors of California, who will explain the "Chrysler Sales Plan and Its Results"; Arthur Ramsdell, president of the Federation and vice-president of the Borden Co., who will speak on "Selling Your Company to Your Organization," and Mrs. Rudolph Binder, president of the New York Federation of Women's Clubs, who will talk on "The Consumer Looks at Merchandising."

At luncheon on Friday the new board of directors and the advisory committee will meet with past officers and directors of the Federation and the executive officers of all clubs affiliated with the Federation for a round table discussion of club activities. Harold J. Cummings, vice-president of Minnesota Mutual Life Insurance Co., will preside.

To Stage Sales Dramas

One of the highlights of the convention will be the Friday afternoon session, presided over by H. C. Anderson, general sales manager of Globe-Wernicke Co., at which Jam Handy, president of the Jam Handy Organization, will discuss with the group, "Getting Sales Ideas Across." Mr. Handy will arrive at the convention with an entourage of actors, property men and technicians, with stage sets, lights and other theatrical equipment to demonstrate the points of his talk with dramatizations of the everyday sales problems that confront salesmen.

Guest speaker for the annual banquet Friday night will be Congressman Martin E. Dies of Texas, national investigator of un-American activities, who will give his views on business and economics based on his experience in fighting un-Americanism. At the conclusion of the banquet the annual award sponsored by SALES MANAGEMENT will be presented to the club affiliated with the Federation which has done the most outstanding job of helping salesmen in its locality.

The Howard G. Ford Award, given

Federation Announces Speakers for Convention in June

THE Milwaukee Sales Managers' Association will play host this year to the fifth annual convention of the National Federation of Sales Executives, to be held June 6-8 at the Schroeder Hotel, Milwaukee. The program of the three-day meeting—built around the convention theme, "Horizons in Selling"—has been set up to bring to the sales executives assembled not only noted speakers in their own field of sales management but representatives of the publishing field, government and other activities as well, it was announced by Warren K. Rishel, secretary of the Federation.

Following registration and reception of convention delegates, the first morning of the meeting will be given over to the annual business session during which officers will be elected for the term 1940-1941 and reports of the various Federation officers and committees will be given. Included in the latter are reports on state trade barriers by Philip Salisbury, executive editor of SALES MANAGEMENT; the consumer movement by John Darr,

vice-president of Commercial Investment Trust Co.; legislation by Arthur Walsh, vice-president of Thomas A. Edison, Inc.; and a report on the work of the Economic Education Committee of N.F.S.E. by William K. Doggett, of the Irving Trust Co.

Col. Frank Knox, president and publisher of the Chicago Daily News, will sound the keynote of the convention when he addresses the group as guest speaker at the opening luncheon. R. D. Keim, vice-president of E. R. Squibb & Sons, will preside over the Thursday afternoon discussion of "Marketing Trends" which will include the following talks: "Economic Outlet for Sales Executives," by J. Frederic Dewhurst, economist of the Twentieth Century Fund; "Significant Trends in Market Research," by Dr. George Gallup, president of the American Institute of Public Opinion; "Sales Problems for the Next 12 Months," by Ollie Jones, vice-president of Swift & Co.; and "A Realistic Look Into the Near Future," by John Van Deventer, president and editor of *Iron Age*. The Dutch dinner and



Wide World

Hon. Martin E. Dies, investigator of un-American activities, will discuss business and economics.

Dr. George Gallup: "Significant Trends in Market Research" will be the subject of his address.



Wide World

Col. Frank Knox will sound the Convention's keynote at the opening luncheon.



Gene Flack, left, public relations counsel of Loose-Wiles Biscuit Co., will be master of ceremonies at the Dutch dinner and smoker in the evening.

J. Frederic Dewhurst, economist of the Twentieth Century Fund, will address the convention on "Economic Outlet for Sales Executives."



Nation-Wide

by the Sales Managers Association of Philadelphia, and sponsored by the National Federation, will be presented to John Falkner Arndt & Co. and the Proctor Electric Co., joint winners, for "the most outstanding contribution to the science of distribution in 1939."

A series of clinics has been planned for the Saturday meeting of the convention. Tentative topics are "Hiring, Training and Developing Salesmen," for sales managers and executives; "Successful Sales Fundamentals in Action," for branch managers and salesmen; "Getting Dealers to Push Your Product," for sales promotion managers; and "Sales Letters and What Makes Them Click," for sales correspondents.

The final business meeting is scheduled for the Saturday club activities luncheon for presidents, program chairmen and delegates. At this luncheon representatives from affiliated clubs will discuss "Where We Get Good Speakers," "Attracting the Right Kind of Members," "How We Put on Salesmen's Meetings," and "Other Club Building Activities."

Sales executives not now Executive Members of the Federation or members of a sales executives club affiliated with the Federation are invited to attend the open sessions. A registration fee of \$7.50 includes the Thursday luncheon, the banquet and all scheduled business meetings. Reservations should be made with the Milwaukee Sales Managers' Association, 2405 North Maryland Avenue, Milwaukee, Wis.

Industry to Urge "Eat More Meat for Health"

The Institute of American Meat Packers, representing producers, processors and distributors, announces a long-range advertising and promotion campaign to induce people to eat more meat "for health's sake." It will be the most extensive ever undertaken by the industry. G. F. Swift, vice-chairman of the board of Swift & Co., and

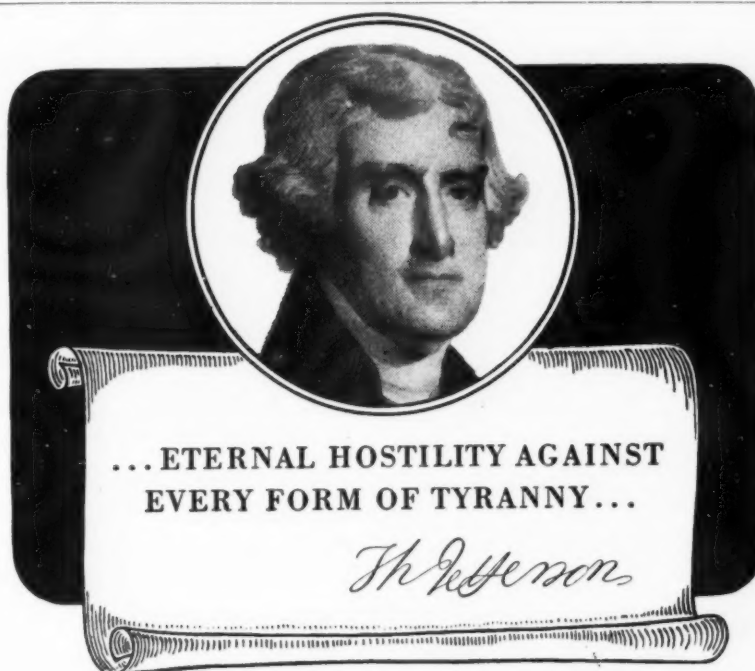
chairman of the Institute's committee on public relations, proposed the campaign at a recent meeting in Chicago.

Newspapers and magazines will be

the principal media employed. No agency has been designated as yet.

George A. Schmidt, chairman of the board of the Institute and president of Stahl-Meyer, Inc., New York, commenting on the program said:

"Many people in America need more meat for a balanced diet. During the last five years the consumption of meat and lard averaged only some 10% greater than during a similar period 25 years ago. Nevertheless, in that time, our population has increased about 40%. From 1935 to 1939 our per capita meat consumption has averaged only 137 pounds a year; in Argentina it was 326 pounds; in New Zealand, 321 pounds; in Australia, 205 pounds."



UPON THIS RESOLVE ARE THE AMERICAN NATION AND THE AMERICAN LEGION BUILT!

ONE million Legionnaires, leaders of their communities, jealously guard this country's most precious heritage...the AMERICAN way of life.

And each month, to each one of them, comes The American Legion Magazine...a magazine owned, operated, and published by their fellow Legionnaires and dedicated to those principles for

which the Legion fights untiringly. To industry The American Legion Magazine offers a market of one million men who are working to preserve that spirit of free business enterprise which built this nation's commerce, men who earn twice the national average...a reservoir of *Legionpower*, BUYING power, totaling 2½ BILLION DOLLARS annually.

The American LEGION MAGAZINE

We welcome the opportunity to show a presentation demonstrating Legion activities and purchasing power.
Offices: NEW YORK, CHICAGO, ATLANTA, LOS ANGELES



Four A's Announce 1940 Convention Plans

Plans for the program of the twenty-third annual convention of the American Association of Advertising Agencies, to be held Thursday and Friday, May 16-17, at the Waldorf-Astoria Hotel in New York, call for a Friday morning "Town Hall" meeting to debate the subject: "To What Extent Should Advertising Be Controlled and by Whom?" As is the custom of the Four A's, the session of the first day of the meeting will be open only to AAAA members, and no announcement of speakers is being made.

In "true Town Hall style" the Friday morning debate will be conducted by George V. Denny, moderator of the Town Hall Meeting of the Air, with Mrs. Anna Steese Richardson, director of the consumer division of Crowell-Collier Publishing Co., as interrogator. Donald E. Montgomery, of the Consumers' Counsel of the Agricultural Adjustment Administration, and Colston E. Warne, of Amherst University and president of Consumers' Union, will represent the critics of advertising.

Stanley High, editor and author, and Fulton Oursler, editor of *Liberty*, will defend advertising. Questions will be permitted from the floor.

Guest speaker at the dinner meeting of the convention Friday evening will be Paul van Zeeland, former Premier of Belgium, and John F. Chapman, foreign editor of *Business Week*, who recently returned from abroad, will report his observations on the current European situation.

Agency Files Suit Against Citrus Exchange

Leche & Leche, Inc., Dallas agency, has filed suit against the Rio Grande Valley Citrus Exchange and its 14 affiliated local associations for a debt of \$22,187.43, alleging that the debt is delinquent. The agency further charges that the Exchange is in danger of insolvency, that its affairs are being mismanaged, and that its property and funds are being misapplied. Judge Paine L. Bush has granted the agency a restraining order in the case, enjoining the

Exchange and its associates from distributing any funds pending hearing of the case in Dallas this month.

Leche & Leche is the agency responsible for introducing Texsun and Tex-Maid fruits and juices to the public three years ago and launching them as nationally advertised brands of the Texas citrus industry.

Agency Notes

J. W. Pepper Co. has opened an office in Brooklyn, thus becoming "the only New York advertising agency with a Brooklyn branch." The new office, which will be a service and sales unit, is under the management of Elmer W. Donovan. Robert Hilton, account executive, is assistant manager.

Radio Station WSAI, Cincinnati, has developed a new angle in cordial relationship between broadcaster and local advertising agency. Each month one or two pages of the "WSAI I-Opener," the station's house organ distributed to a selected list of 3,000 grocers, druggists and executives in the WSAI territory, carry a profile of a different Cincinnati agency, its executives and their background, its outstanding success stories and its ability to serve the advertiser.

Wettlin & Co., headed by Dan Wettlin, Jr., formerly director of the media department of Jerome B. Gray & Co., Philadelphia, is the name of a new advertising agency in Camden, N. J., formed to specialize in moderate-sized industrial accounts.

The name of Austin & Spector Co., New York, will be changed to Raymond Spector Co., effective June 1. There will be no change in the management or personnel of the agency.

The New York *Sun* has awarded the \$500 first prize for the best Father's Day newspaper promotion campaign submitted in the paper's third annual competition, to Leslie S. Pearl, head of the executive board of Batten, Barton, Durstine & Osborn, New York, and Kenneth W. Paul, the agency's art director. Honorable mention in the contest went to Jane Mitchell Robson and William Robson of Pittsburgh, winners of the 1939 award, and to William T. Todd, of Young & Rubicam, N. Y. The campaign created by the winners will appear in the *Sun* the week preceding Father's Day, June 16.

Redfield-Johnstone, Inc., New York, has organized Redfield - Johnstone - McNevin, Philadelphia, as an affiliate agency. John J. McNevin will act as president of the Philadelphia branch, continuing as vice-president of the New York agency. Accounts to be handled in Philadelphia include the Belmont Packing and Rubber Co. and the Philadelphia industrial division of Yale & Towne Mfg. Co.

People

Tirey L. Ford, formerly executive vice-president of Swayne & Hoyt Steamship Co., has joined Bowman, Deute, Cummings, San Francisco, as a director and vice-president of the agency.

Lord & Thomas, Chicago, has named Leo Rosenberg a vice-president of the agency. Mr. Rosenberg has been with Lord & Thomas 14 years.

Frank Knorr Esherick, formerly associated with the Philadelphia *Evening Ledger* and N. W. Ayer & Son, has joined Jerome

ARE YOU SATISFIED WITH YOUR SALES IN NORTHERN INDIANA, SOUTHERN MICHIGAN AND WESTERN OHIO? . . .

Is there a job you want done here that requires local knowledge plus sales experience? We can help you in this field we know intimately—and at low expense because we're on the ground. Do you want . . .

A FACT FINDING JOB? NEW, ACTIVE DEALERS? A BETTER DISTRIBUTOR? A DIRECT MAIL, RADIO OR NEWSPAPER CAMPAIGN WITH LOCAL KNOWLEDGE AND DIRECTION? OPPORTUNITY INFORMATION? TELL US YOUR PROBLEM — WE'LL HELP!

Inquiries from established firms with products of merit will be promptly cared for. This local work need not interfere with your present agency. Write

BONSIB ADVERTISING AGENCY
701 Old First Bank Bldg., FORT WAYNE . INDIANA
25 YEARS EXPERIENCE — FINANCIALLY RESPONSIBLE

TORONTO
MONTREAL
WINNIPEG
LONDON, Eng.

GIBBONS KNOWS CANADA

J. J. GIBBONS LIMITED • ADVERTISING AGENTS

REGINA
CALGARY
EDMONTON
VANCOUVER

E. N. Deacon, formerly assistant to the president of RCA Manufacturing Co. in charge of product development and market research, has joined the Chas. Dallas Reach Co., Newark, N. J., and New York, as vice-president and a member of the firm. Mr. Deacon's former posts in the advertising and management field include those of special representative of the S. D. Warren Co., paper manufacturers, and Curtis Publishing Co.; director of advertising and sales promotion, Bourjois, Inc., and general manager of Interwoven Stocking Co.

(Below) Leon Morgan, vice-president, the Buchen Co., Chicago.

A black and white portrait of a man with short, dark hair, wearing a dark suit jacket, a white shirt, and a dark tie. He is looking directly at the camera with a neutral expression. The background is a light, textured gray.

(Above) E. N. Deacon joins the Charles Dallas Reach Co. as v.p. and member of the firm.

Mrs. Lucrezia Kemper, until recently associated with the West Coast office of Doremus & Co., has taken over the management of the San Francisco office of Albert Frank-Guenther Law, succeeding Vincent Beschel who has joined Poors Publishing Co. as Pacific Coast representative. Richard E. Cruikshank of the New York office of Albert Frank-Guenther Law has been trans-

OHIO'S-WET *and* DRY AREAS

Compiled by
The Cleveland Press

All information furnished by the Ohio
Department of Liquor Control

No sale of liquor, State dry
No sale of liquor, local option
Sale of liquor permitted by the state
and through private agents

DATA

COUNTY DATA

COUNTY	SALOONS	LICENSES
Adams	1	1
Allen	1	1
Ashland	1	1
Ashtabula	1	1
Athens	1	1
Belmont	1	1
Butler	1	1
Cuyahoga	1	1
Franklin	1	1
Hamilton	1	1
Hancock	1	1
Harrison	1	1
Huron	1	1
Jackson	1	1
Jefferson	1	1
Knox	1	1
Lake	1	1
Licking	1	1
Logan	1	1
Lorain	1	1
Lucas	1	1
Mahoning	1	1
Marion	1	1
Medina	1	1
Mercer	1	1
Miami	1	1
Monroe	1	1
Montgomery	1	1
Morgan	1	1
Morrow	1	1
Muskegon	1	1
Noble	1	1
Oakman	1	1
Ottawa	1	1
Paulding	1	1
Perry	1	1
Pickaway	1	1
Pike	1	1
Portage	1	1
Putnam	1	1
Richland	1	1
Ross	1	1
Sandusky	1	1
Seneca	1	1
Shelby	1	1
Stark	1	1
Steuben	1	1
Summit	1	1
Tazewell	1	1
Tuscarora	1	1
Van Wert	1	1
Warren	1	1
Washington	1	1
Wayne	1	1
Williams	1	1
Wood	1	1
Wyandot	1	1
TOTAL	100	100
AVERAGE	1.0	1.0

Brisacher-Davis & Staff, San Francisco, has appointed Marcus Glaser as head of national merchandising activities of its New York office. Mr. Glaser was formerly associated with the New York staff of *The American Weekly*, and was Southern California manager of Glaser Bros., wholesale tobacco and candy distributors.

To: *Grey Advertising Agency*, New York, *Eaton Paper Corp.*, Pittsfield, Mass., stationery manufacturers. . . . *Horton-Noyes*, Providence, *Sun Glass* division of *American Optical Co.*, to conduct the advertising of *Calobar* and *Polaroid* sun glasses. . . . *Brooke, Smith & French*, Detroit, *Sparks-Withington Co.* . . . *Charles W. Hoyt*, New York, *Blueberry Cooperative Association* of New Lisbon, N. J., packers of *Tru-Blu-Berries*. . . . *Cramer-Krasselt*, Milwaukee, *Knapp-Monarch Co.*, St. Louis, to handle the company's three divisions: Household electrical appliances, electric shaver and the recently acquired *Sparklet Devices, Inc.*

To: *Franklin Advertising Service*, Boston,
Auto Fisher Corp., manufacturers of an au-
tomatic hook setting device for fishermen,
Craft Products Co., makers of game equip-
ment; and Terminix Co. of Massachusetts,
termite exterminators. . . . *J. W. Pepper*,
N. Y., Allen Marine Controls, Inc. . . .
Brown & Thomas, Schenley Distillers Corp.
to handle the advertising of Old Schenley
bottled-in-bond rye and bourbon whiskey.
. . . . *McCann-Erickson*, Cleveland office,
Metcalf, Inc., manufacturers of neckwear.
. . . . *M. R. Kopmeyer*, Louisville, Superior
Petroleum Co. and Enro Shirt Co.

To: **H. B. LeQuatte**, New York, Virginia Dare Extract Co., to direct the advertising of part of the company's grocery specialty products, including Instant Aid, a beverage concentrate. . . . **J. W. Pepper**, N. Y., Campagna Sons. . . . **Young & Rubicam**, Cummey Products Co., makers of Mollé shaving cream and Energine. . . . **Stack-Goble Advertising Agency**, Chicago, **Graham-Paige Motors Corp.** . . . **Ivey & Ellington**, Packers Tar Soap, Inc.

Brevity can be overdone, and frequently is. SM in the April 20 issue wrote a terse caption for this picture of a map compiled by the Cleveland Press, and highlighted the facts, "Some 20% of townships are bone dry; 60% forbid by-the-glass sales." True—but not *all* of the truth. The wide-open townships shown in white represent only 30% of the square-mile area of the state, but "people make markets," and 84.3% of Ohio's population lives in wet areas. SM rebukes itself for seeing a conflagration when there is only a little smoke.

Do you use
Movies

?

- Do you want to add a quality sound track to your 16mm. films or to the 16mm. photography taken by members of your own company?
- Are you looking for the laboratory that specializes in better 16mm. duplicate prints?
- Would you like to add wipes, dissolves and other trick effects... after your photography is taken?
- Do you need professional editing help in finishing your own production?
- Are you looking for the direct 16mm. producer with complete studio facilities?
- Would you like to know how much it would cost you to have a good, complete Sound Motion Picture produced?

**ALL SERVICES ARE
AVAILABLE IN
FULL COLOR**

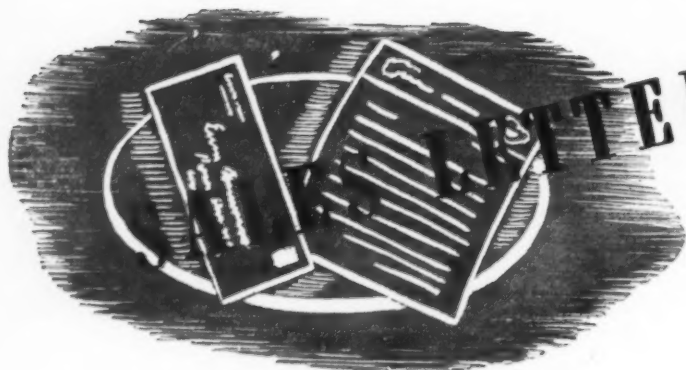
The "pioneers" in 16mm. film productions have a reputation to uphold and an enviable clientele to please.

May we hear from YOU?

The Calvin Co.

"BUSINESS FILMS"

26th and JEFFERSON STREETS
KANSAS CITY, MISSOURI



BETTER ROUND TABLE

[If You've Written a Letter That Gives an "Extra Satisfied" Feeling, Send in a Copy to This Department. It May Win.]

"Half" a Letter That Sells by Indirection Wins Award

Ring a change on the old proverb, S. P. Franchot, of the James Thomas Chirurg advertising agency, demonstrates that "half a letter is better than one." On behalf of his client American Screw Co., Providence, Mr. Franchot composed a letter that is divided down the center of the page. The left hand side, addressed to the prospect from whom inquiries are sought, begins:

"I want to meet you half way. That's why I'm only writing half a letter to you. You see, I'm hoping to get my half back again, with your half written in."

"When *our* letter is complete, it may result in better business for both of us—"

"For you—a way to save money and speed up your assembly to meet present production schedules. For me—a new customer."

"Why are other manufacturers in your industry today using the American PLUS Phillips Screw?"

"Well, for one thing, they tested the new Screw for themselves, using our 'Screw Driving Job Analysis Sheet'—testing in their own plant, by their own engineers."

"Why don't you do the same?"

"Your signature on your half of our letter will bring you—promptly and without obligation—the Analysis Sheet, together with facts about American PLUS Phillips Screws in your particular industry."

"After all, it isn't hard to meet a fellow half way, when an important discovery—and a big American PLUS dividend—is at the end of the trail."

The right hand side is addressed to American Screw Co.'s sales manager and is for Mr. Prospect's signature. It begins:

Prize-Winning Letters for April

S. P. FRANCHOT
James Thomas Chirurg Co.
Boston, Mass.

J. M. COWAN
Advertising & Promotion Manager
The Dobeckmun Co.
Cleveland, Ohio

ROBERT A. SKINNER
District Bond Co.
Los Angeles, Cal.

"I see what you're driving at. Here's our problem."

Then follows a list of objections to ordinary screws which cause "us to lose a lot of time and money per screw-driving operation." This list is extensive and will provoke thought. Concluding is the paragraph: "Sure, if you think you have any bright ideas as to how this time and money can be saved, let me know."

And Here's One That May Be Adapted to Varied Lines

One of the prime considerations of the judges in awarding prizes to Round Table contributors is adaptability. Can a letter be used by other companies—with, of course, more or less changing—or is it fitted only for a specific firm or situation?

No matter how resultful a letter may be for your company, it is of slight interest to others if it is extremely localized and impossible to adapt. Naturally, no adaptor is going to lift a competitor's letter bodily. But Round Table members are in innumerable lines of business. Ideas that click for one line may be altered, added to, shifted around to work similarly well for a non-competing company.

The following pair of letters contain ideas that would find a place in several industries. They are both designed to get inquiries. Arthur F. Checkett, agent of the Firemen's Fund Insurance Co., Boston, signs the first. He writes:

"A two-minute tornado struck the city of Albany, Ga., on February 10, and took a toll of \$6,000,000 in property damage!"

"It costs Great Britain \$36,000 to wage the present war for two minutes. Therefore, by comparison we can conceive the enormity of the damages wrought by this twister in such a short span."

"It is fantastic to imagine what can be accomplished in two minutes. Some of us cannot complete our morning shower or shave in that time."

"Let us see what the world of speed can tick off in two minutes: For instance—a famous race-horse named Seabiscuit can run one and a quarter miles in two minutes. Chuck Fenske, our fleetest runner can complete about one-half mile. Sir Malcolm Campbell can do four miles in his motor boat, and over 12 in his racing car. The fastest railroad train can make about four miles, while a fast airplane can travel about 14. In fact, Ace Test Pilot, Homer Berry, made a trial spin in an interceptor fighting plane at Buffalo, N. Y., and because of atmospheric conditions he could not hear the

whir of his motor, owing to the fact that his plane traveled faster than sound. Yet he covered only a little over 22 miles in two minutes."

"People have been known to stay under water twice as long as this tornado lasted! You can't even get a good three-minute egg in this time. But you can get protection against windstorm damage in less than two minutes."

"Don't waste another second, 'phone Ind. 3-0665."

"It will cushion a financial blow if we suffer another one of Nature's 'Blows.'"

Ingenious Way of Saying "Let Us Tell You More"

W. C. Caldwell, of United Mercantile Agencies, Louisville collection firm, frequently quoted on this page, sends the second. Men with the same job as his won't need to be told how it could be switched to fit their purposes.

"Nearly a hundred years ago the recipient, not the sender, paid the postage on letters. The burden was on the receiver to know what letters were valuable. Still sounds familiar, doesn't it?"

"General Zachary Taylor refused to accept and pay postage on a certain letter in 1848. A month later he learned that it had notified him of his nomination for President. The alert executive of today not only reads the lines of a letter but tries to read between them."

"Some time ago we wrote the Claycraft Co., of Columbus, Ohio, offering them our services. Their treasurer, Mr. U. C. Kaufman, thought the letter contained some value for him. We would have gladly paid the postage on one he wrote us on February 28, 1940. Perhaps you will be interested in what he said:

"We acknowledge with many thanks your letter and your check for proceeds of \$1,598.84 representing the balance due by the general contractor to our dealer. You have handled this most satisfactorily and we want to compliment you for the splendid service given. The case did not turn out nearly so disastrous as it would have done had the proper pressure not been applied in time."

"We would be mighty happy if this letter proved valuable to you. We know we would value one from you so much that we will gladly go back to the custom of 1848 and pay the postage if you want to reply. Just use the attached business reply envelope to either ask for information or to send any claims you want to convert into cash. After all, what's a little postage between friends."

What Attracts Members to the Cooperative Store Movement?

(Continued from page 18)

one from whose list the name was secured because some people belong or have belonged to several co-ops, and SM wanted to gauge the experience of the individual in the co-op movement and his or her probable ability to make intelligent answers to the questions which followed.

The answers showed clearly that the honeymoon days were over for the majority of those interviewed. Their answers would not be based upon theory alone.

How Long in Your Present Co-op?

The second question asked was "How long have you belonged to your present co-op?"

The answers were:

Less than one year...25.5%
One to two years...17.0
Over two years...57.5

Here again it is obvious that most of those interviewed were members of a co-op which has survived the early struggling years and months.

Does the Co-op Pay Interest?

The third question was, "Has your co-op regularly paid dividends to members on their stock?"

All of the societies whose members were interviewed are of the Rochdale type of co-op in which members buy one share of stock (or more if they so elect, but no member has more than one vote) and dividends permitted are always limited to the legal or current interest rate.

The answers to the question were:

Yes35.5%
No60.8
Don't know 3.7

It should not be assumed that all of the members represented by the 60.8% received no interest because the society was unable to pay it. In some cases this is true, in others the members may vote not to disburse any money, but instead to plow it into expansion or modernization or some other improvement.

Dividends (Rebates) Regularly on Purchases?

The fourth question was, "Has your present co-op paid dividends regularly on members' purchases?"

Slightly less than half of the members seem to have received any money

return, even though they carefully saved their purchase slips. The answers were:

Yes42.8%
No55.5
Don't know 1.7

Here again it should be pointed out that the members of some societies vote to take no rebates, so that the

money may be used for added working capital. In others, however, the lack of dividends is related clearly to lack of patronage, or to poor management.

How Large Are the Dividends?

Out of every 100 members, 43 receive some dividend regularly, and they, in answering the question, "How large have these dividends been?" said:

Under 3%62.0%
Over 3% but less than 5%21.1
5% to 7% 1.8
Over 7% 0.6
Don't know14.5

AN EFFICIENT SALES PORTFOLIO plus A GOOD SALES STORY equals MORE SALES

Very Simple:

FREE TRIAL (without obligation)

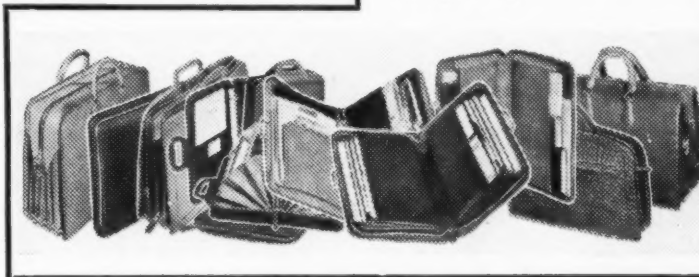
Write Today

Select any style in our extensive line from our 24-page catalog. (Write for copy.) Then write us as to what your particular presentation problem is and we will make recommendations or have our representative call.



- Your prospect Consciously or Unconsciously grades you on the appearance of your sales case.
- Your business proposition may succeed or fail on the strength of the efficiency of your portfolio.
- A well planned case adds prestige; is an investment that will pay dividends by ultimately producing more for you.

Our 22 years of planning sales cases for many important firms is at your disposal — without obligation. Investigate today.



STEIN
BROS. MFG.
CO. INC.
231 So.
GREEN
CHICAGO

(FACTS ABOUT BALTIMORE)



"What makes
a market good--
PEOPLE or
MONEY?"

The answer is "BOTH."
Baltimore is a BIG market

any way you look at it. Population about 1 MILLION (949,247).

1939 Retail Sales: \$386,990,000.

Index of buying power (according to "Sales Management" survey, April 10, 1940 — 126) (national index, 100).

Bank deposits total \$669,976,836
—ONE THIRD of which are in mutual savings banks.

Make your advertising investment in a growing market. Use Baltimore's "first choice" radio station.

WFBR

BALTIMORE

National Representatives

EDWARD PETRY & COMPANY

★ ON THE NBC RED NETWORK ★

With the majority receiving no dividends, and most of the minority getting back less than 3%, it is obvious that the money saving cannot be the great impelling force which makes most members enthusiastic about their co-ops.

Those who received no dividends regularly were asked, "If you have not received dividends, do you feel that there are other factors which make the cooperative venture worth while?"

Yes, said91.4%
No, said 5.0
Don't know, said... 3.6

The reasons for their enthusiasm are to be found among the 15 points listed in the table on page 19.

How Much Do Co-op Goods Cost?

Most of the co-ops handling food (all of those surveyed handled food but some also had other ventures, such as gasoline pumps) say that they try to meet chain-store competition, but several admitted that they could not meet super-market prices.

Ross Federal interviewers asked, "How does the net cost of co-op goods

(original price less dividends) in your opinion compare with the prices of efficient nearby private stores, such as chains and super-markets?"

Higher19.0%
Same61.5
A little lower17.5
Much lower 0.3
Don't know 1.7

It seems probable to the editors of SM that a much larger number should have answered "Don't know," since it is difficult to compare both prices and quality. A canned goods item with the co-op label may weigh 14 ounces and cost 17 cents; a chain store brand may weigh the same and cost the same, but the quality of one may be higher than the other.

Less than a fifth believe that co-op prices are any lower, and this combined with the fact that a majority received no dividends, seems to prove the point that price is not the yardstick by which members measure their enthusiasm for the movement.

How Much Purchased Through Co-op?

Considering the fact that there doesn't seem to be any large saving,

the loyalty of the members is indeed exceptional. The stores usually are located on side streets or at the edge of town, and patronage comes from members who are widely scattered. It is not at all unusual for a woman to pass a super-market only two blocks from her home, to drive eight miles to her co-op.

We asked the question, "Considering only the type of goods handled by your co-op, what percentage of your family's purchases of that type of goods is made through the co-op?"

Under 10%19.2%
10% to 25%12.3
26% to 50%10.0
51% to 75%12.3
Over 75%44.0
Don't know 2.2

What would any private storekeeper give to have half of his patrons buy more than three-quarters of their merchandise from him!

The answers given in the large table which should give pause to national advertisers—the points receiving the highest rating as "vitally important"—are:

5. The whole truth88.5%
6. Better quality80.3
15. 600 items with co-op labels 74.3
14. Labeling more explicit*..72.8

* The co-op labels are explicit and understandable. In the first place, all A and B grade canned goods bear a bright red label; grade C is blue. The label for grade A tomato juice reads as follows:

The lot of which this can is a part, has been sampled and tested by accepted methods and found to be

Grade A (Fancy) Tomato Juice

This means that the samples meet the following standards:

1. Typical color of well-ripened tomatoes.
2. Good consistency. Practically free from defects such as particles of seeds, skins, specks or minute pieces of core.
3. Typical flavor of well-ripened tomatoes.
4. Score of not less than 85 points by official U. S. standards.

GENERAL DESCRIPTION

TypeSlightly salted
Size of can.....No. 2 Tall
Contents1 pt. 8 fl. ozs.
Servings5 to 6
CupsApprox. 3

So far as the manufacturer or his agency is concerned it makes no difference whether these co-op members are correct in their reasoning; the answers show what these people believe to be the truth, and from a practical point of view it is the truth until national advertisers and other advocates of the private profit system convince them that their beliefs are not reasonable.

Here, then, is a challenge to national advertisers.

SALES MANAGEMENT

THE MEN WERE KEEN ABOUT OUR

"COUNTRY ESTATE"



MEETING

AT FAMOUS

FRENCH LICK

● "Such wonderful relaxation, the men brought new 'zip' to the meetings!" That's a typical comment at the wind-up of a French Lick Springs convention. No wonder! 3500 glorious, woodland acres. Two championship golf courses. Kentucky thoroughbreds to ride. Tennis—badminton! A spacious, modern hotel that spreads its wings over rolling Cumberland foothills.

A Whole Convention Wing

No crowding, no confusion—with a whole wing of convention facilities. Equipped to handle any size meetings with efficiency and hospitality! We'll help you plan a "stand-out" convention!

FRENCH LICK SPRINGS Hotel

FRENCH LICK, INDIANA

T. D. TAGGART, President

STANLEY B. CAMPBELL, Sales Manager



World-Famous Health Facilities

French Lick Springs with its renowned therapeutic baths, massage and famed Pluto Springs water is America's foremost spa! Get a health "pick-up" and go back feeling "tops"!



MEDIA



Womanpower in St. Paul

This is the story of what a city did to rebuild and revitalize itself and its business life. It's the story of St. Paul, Minn., and a reawakening, accomplished through its women. The plan was launched at a luncheon given on May 15, 1939. What has happened since then is one of the most remarkable civic achievements in the history of American cities. Credit for the idea must be given to B. H. Ridder, publisher of the St. Paul *Dispatch-Pioneer Press*.

Mr. Ridder came to the belief, as the result of studies made by Federal Reserve Board experts, University of Minnesota economists and specialists in city promotion, that the thread-worn "buy-at-home" campaigns, city booster schemes and all such devices were out-moded, ineffective and fit for the scrap pile. He wanted something new done; something that would get results; bring home the bacon.

"Woman power has never been properly used for these purposes," he told himself. "Women, the purchasing agents who spend 85% of the nation's income, are an enormous unused force. Properly harnessed this force would be the most explosive power available. Why not use it?"

As a start, the *Dispatch-Pioneer Press* invited a small group of women to luncheon. They were women whose position in St. Paul's life was unquestioned. Present were Mrs. Frank B. Kellogg, Mrs. Thomas Daniels, Miss Agnes Kennedy, Mrs. Arthur U. Spear and Miss Josephine McCormack.

They listened to the plan and said it sounded good to them. Through their

help 200 women were selected, molded into a compact organization, and a public luncheon was held at which the plan was endorsed. Eighteen committees were formed and soon the committees were expanded to take in 500 women.

At this point a permanent organization was perfected, known as the Women's Institute of St. Paul. The membership committee, through a vigorous campaign built largely through the St. Paul newspapers, soon achieved a membership of 5,000. Annual membership cost \$2. Originally it was planned to limit the membership to 5,000, but enthusiasm soon became so great that it was enlarged to 7,000.

Shortly the Women's Institute announced that it planned to hold a giant meeting and invite 5,000 guests from out of town. But the city auditorium would only seat 10,000. The municipal authorities, under pressure from the women, increased its seating capacity to 12,500. The first meeting filled the house. Since then a series of similar meetings have been held.

Women whose names are known nationally and internationally were invited to come to St. Paul for these meetings and to address the Institute. Among those who accepted are Mrs. Franklin D. Roosevelt, June Hamilton Rhodes, Osa Johnson, Elsa Maxwell, Margery Wilson, Dorothy Draper, Irene Castle McLaughlin, Fannie Hurst and Eve Curie. Capacity audiences continued.

For each meeting flying squadrons of Institute women were organized to go into surrounding communities and nearby cities and invite women to attend as their guests. The result was that 25,000 women from

558 towns and cities were guests during five "days." Style shows were planned by a committee of 40 women for the regular Institute programs and, when women protested that they couldn't get in, they were repeated at luncheons. As many as 2,500 attended these luncheons.

In a short time committees were working on every manner of device for the business, social and civic betterment of the city. Minneapolis only a few miles away, has almost twice the population of St. Paul. As a result it has bigger stores and larger stocks of goods.

Committees of women sat down with merchants and groups of merchants and talked it out with them. They wanted to buy in St. Paul, and they would buy in St. Paul, if the merchants would cooperate with them. They wanted, they said, better stocks of goods, better sales methods, better arranged showings, better windows. They didn't care at all for the idea of being forced to trade in another city. How about it?

That approach to the subject of their own businesses came as a distinct shock to some of the St. Paul merchants, but they saw the light and agreed. The women reciprocated with a buy-in-St. Paul drive that became almost a religion with them. To show that they really meant it, the women put up prizes for the best show windows and held a series of contests tieing-in with the Institute programs.

"Not for Just a Day"

They came to the conclusion that St. Paul's hotels were not quite what they should be, and they told the hotel operators about it. They pointed out that they were bringing women into St. Paul from surrounding communities, 5,000 at a time, and the best hotel facilities were none too good for them. They said, too, that not only on these "days" but on all days they were selling "buy-in-St. Paul" to women everywhere within merchandising distance. They said the same pertinent things to restaurant men as well. The result was one of the most vigorous clean-up and fix-up periods in the history of the city.

They organized theatre and motion picture committees; musical and educational committees; a "Make-Every-Lot-a-Beauty-Spot" committee. The beautification committee, starting with a nucleus of 150, was extended until there was a "block captain" in every block. Each block captain was given the job of getting that block slicked up until it shone.

"The hand that rocks the cradle is the hand that rocks the world." It certainly rocked St. Paul. It set into motion a series of events that have put their mark on the business of the city. The whole movement was launched only on May 15, 1939. When St. Paul business balanced its books on December 31 it found that the year, in comparison to 1938, had accomplished these dollar results:

Bank Deposits—Up \$32,673,000 or 19.2%.
Retail Store Sales—Up from 5 to 14% each month as compared with the same month in 1938.
Bank Loans—Up to \$65,737,000 or 12.8% over previous Dec. 31.
Bank Debits—Up to \$1,958,139,000, or an increase of 4.1%.
Building Permits—Up to \$8,331,310 or an increase of 14.5%.
Wages—Increase for the year, approximately \$11,000,000.
County Retail Sales—Ramsey County, in



Five times last year this scene was enacted in St. Paul—members of the Women's Institute and their guests, 12,000 strong or more, jamming the great city auditorium—in a campaign of civic re-awakening the like of which probably has been seen nowhere else.

MAY 15, 1940

I Revived 19 "Dead" Accounts... and Got 7 New Ones with Imprinted Autopoints



Gift Autopoints build goodwill for me and my advertising stays in a prospect's hand where he sees it month after month. My prospects use their Autopoints constantly—lead can't wobble, twist, fall out or break easily because the tip grips the lead near the writing point.

• Write for the new "37 Plans" book—shows how thousands of firms build sales and goodwill with Autopoints.

AUTOPOINT COMPANY Dept. S-5
1801 Foster Avenue, Chicago, Illinois

Autopoint
THE BETTER PENCIL

First Rule For Salesmen And Advertising Too!



Smart salesmen to Industry know that today the "purchasing agent" is a major Executive! That he alone specifies brands on hundreds of industry's purchases—even switching specified brands.

That's why smart advertisers to Industry are using "Purchasing," the Purchasing Executives' only national magazine. You should have full details. Address Conover-Mast Corp., 205 East 42nd St., New York City; 333 North Michigan Ave., Chicago.

PURCHASING

Read By The Men Whose Job Is BUYING

one year, in "per family" sales, lifted from 11th to 4th place in the United States.

What caused SM to investigate this story was something found out in checking the figures for the annual *Survey of Buying Power*. The statisticians have long known that St. Paul stood 56th among the nation's cities in population or hovered very close to that point as the census years came and went.

But this year's figures show:

In retail sales per family St. Paul stood fourth in the nation. Washington, Miami and Boston came in first, place and show.

In the national buying index St. Paul earned fifth place. Numerous factors are considered in arriving at this check point. The cities out front are Washington, Miami, Dallas and San Francisco in order.

In bank deposits, the same sources show, in percentage gains, St. Paul stands in first place in the U.S.

Mrs. Franklin D. Roosevelt, after a visit to St. Paul in which she made a study of the Women's Institute, remarked:

"If it can live without political differences or personal jealousies creeping in, we may see a movement starting here which could spread throughout the United States and accomplish wonderful things for all communities, rural as well as urban."

A business man in St. Paul said to a representative of SM:

"When St. Paul became a city with only one newspaper, a good many of the business men here felt that we had lost something vital. We were afraid that lack of spurring competition would dull the surviving paper, lead it into lethargy, and that we would suffer. When Bernard Rider originated the Women's Institute he did what I think is the most outstanding job in a decade in the field of journalism. We are nominating the *Dispatch-Pioneer Press* for the Pulitzer Prize in achievement."

Radio's Food and Drugs

Network radio continued to push billings upward in April. Mutual Broadcasting System led the parade, percentage-wise, with a gain of 37.1 to \$359,947. Mutual also was up 21.1% in the first four months, to \$1,406,138.

NBC's Blue Network gained 34% in April, to \$912,833, while the Red rose 8.7 to \$3,128,685, making an April gain of 13.5, to \$4,041,518, for NBC as a whole. NBC was up 8.8, to \$16,883,154, in the four months.

CBS gained 25% in the four months, to \$13,742,432, and 16.4 in April, to \$3,322,689.

In the first quarter, foods and food beverages continued to lead all classifications on CBS, with a gain of 69.9% from the same period of 1939. On the other hand, drugs and toilet goods, with an increase of 13.4%, replaced foods and food beverages in No. 1 spot on NBC.

Runners-up in total expenditure on CBS were drugs and toilet goods, cigarettes and tobacco, and laundry soaps and household supplies. The tobacco industry replaced laundry soaps and cleaners as the third largest spender on NBC.

Fashion Book Boom

Mademoiselle, "the magazine for smart young women," reports that its May issue carried 159 pages of advertising, "the largest volume in any woman's or general magazine in the last nine years."

Part of this, SM learns, was due to a special "career girl" promotion. But *Mad-*

emoiselle has been growing pretty consistently. We asked about advertising pages and circulation for each of its six May issues. There was "no record," and presumably no advertising to mention, for May, 1935. In the next four Mays, however, the advertising-page figures were: 7, 26, 14 and 54. In other words, advertising volume currently was about three times as much as in May, 1939.

Circulation growth for the same issues was even more consistent. In May, 1935, circulation was 16,267. In the next four Mays it was 23,346, 74,585, 97,361, and, a year ago, 178,218. Circulation of the current issue is estimated at about 300,000.

The reason, the *Mlle.* people say, is primarily a "realistic and practical editorial policy toward the fashion problems of young women."

* * *

George T. Delacorte, Jr., who has developed a wide acquaintance among women through *Modern Magazines*, etc., will publish *Fashion*, a monthly to appear on the stands in September, "intended for the



Marion C. Taylor will be general manager of *Fashion*, a new monthly for "the woman who believes in taste."

woman who believes in taste." Marion C. Taylor, former merchandise editor of *Condé Nast Publications*, and first president of the *Fashion Group*, New York, will be general manager, and Alexander Stewart, advertising director.

* * *

Meanwhile, the perennial *Vogue*, in a promotion piece, points to its "influence," its leading advertising record among women's magazines, and cites current reports indicating that "stores mention *Vogue* in advertisements averaging over 120,000,000 circulation a month."

Magazine News

Crowell-Collier Publishing Co., rather than increase advertising rates, has decided to reduce circulation. *Woman's Home Companion's* circulation currently is 3,570,000, and *American Magazine and Collier's* have 2,309,000 and 3,010,000. These circulations, said T. L. Brantly, advertising director, are respectively 770,000, 259,000 and 510,000 over rate basis. While advertisers still will receive substantial circulation bonuses, "this move will enable us to build more quality into the books and circulations."

* * *

In the course of readership studies, Daniel Starch asked 3,959 men and women which of certain "endorsements" of products they consider important. *Good Housekeeping* ranked first with both, followed by "store clerks' recommendations." Consumers Research was third. American Medical Association ranked below Consumers' Union.

* * *

Friday, New York, went national May 10, with estimated circulation of 110,000. More than 17,000 students participated in a "Confucius Sayings" contest, on

sales advantages of the *Saturday Evening Post*. The winner was Robert Bacon, University of California . . . Richardson Wood has been named acting managing editor of *Fortune*, following resignation of Russell W. Davenport to aid the candidacy for President of Wendell L. Willkie.

Last fortnight was full of surveys—and results. *Cosmopolitan* issued a "reading-meter to measure sales opportunity." . . . The *New Yorker* answered, "What Does the American Undergraduate Read?" . . . *Cue* showed, in newspaper advertising, the extent of "use" by readers of each of its features. . . . *Open Road for Boys* pried into the reading, eating, listening, owning, playing habits of its readers. . . . *Look* presented "Proof" of its "retail merchandising power." . . . *Fortune* showed first findings in "A Continuous Study of Reader-Traffic" in that book. . . . *Mechanix Illustrated* surveyed the hobbies, characteristics, buying habits of its readers.

Woman's Day, distributed through A. & P. stores, boosts its circulation guarantee to 1,600,000, lowers its basic rate to \$2.25 a page a thousand. . . . *Family Circle*, distributed through other grocery chains, reports 85% increase in advertising revenue, May vs. May, 1939. . . . *True Story* tells in detail, in a 32-page report, "What 2,000 Super Market Customers Bought."

"Autobiography of a Market"

Under the title, "Autobiography of a Market," the *New York Herald Tribune* has prepared a detailed study of its particular market, as distinguished from the "New York" market, or the market of other newspapers. The *New York* market in general is a combination of some of the best and some of the worst markets in the country, while more than 50% of the people in the *Herald Tribune's* market, the study states, live in owned houses valued at \$10,000 or more, or rent apartments costing upwards of \$60 a month.

The study is based upon the returns from a four-page questionnaire which was answered by 4,000 readers. These readers were taken as typical of the 527,000 families reached by the Sunday edition. The readers told where they lived, what they ate, what they wore, where they bought—about their automobiles, their drinks, their

amusements, their vacations, their appliances. One of the most interesting features is a series of correlation tables between the advertising lineage used in the paper by New York stores and the purchases made by *HT* readers. With only one exception (furniture), the ranking in amount of *HT* buyer response was the same as the ranking in lines of copy used.

The size of this newspaper's individual market is dramatized by comparison of new cars bought by its readers (84,360 in 1937) as compared with sales in 36 states, all of them with smaller totals.

Radio News

University of Indiana finds in a personal-interview study of 84,099 people in 16 Indiana counties that 64.4% listen to radio commercials and 52.9% buy these products regularly. . . . But Samuel E. Gill, market research analyst, New York, surveying several hundred people in connection with four Sunday night network shows, finds that "a large part of the audience missed the full import of the sponsor's 'plug.'" Although from 55 to 98% identified sponsor at time of call, Sunday night, Mr. Gill said, from 39 to 57% identified punch line, slogan or offer on these programs on Monday.

A prize promotion piece last fortnight was NBC Blue Network's engraved invitation to the nuptials of "Radio to More Product Sales," accompanied by a bit of fruit cake from Dean's Confections, Ltd. The story was based on the old wedding rhyme,

"Something old, something new
Something borrowed, something Blue,"
and recites, among other things, old and new advertisers who are sailing ahead on the Blue.

The NAB Bureau of Radio Advertising, Washington, has issued a 42-page compendium of program ideas, success stories, promotion plans, etc., on real estate and building advertisers, titled, "Building Field Sales Manual." Also a "Results from Radio" piece on garden and plant advertising.

Westinghouse, on July 1, will re-assume operation, program and commercial activities in connection with its Stations KDKA, Pittsburgh; KYW, Philadelphia, and WBZ

**THIS IS THE
COMFORT AND FRIENDLINESS
YOU'LL FIND AT
HOTEL CLEVELAND**



A cheerful, welcoming lobby.



Food prepared the way you like it.



Friendly, interested service.



Comfort and relaxation in a quiet, restful room.

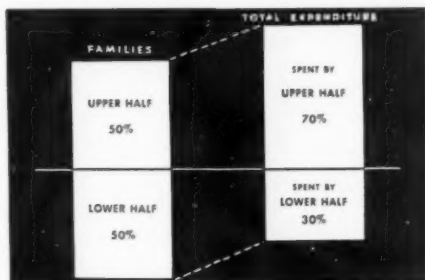
Convenient. On Public Square, adjoining Union Passenger Terminal, garage, Terminal office buildings—and at the heart of the city.



HOTEL CLEVELAND

TWO DIVISIONS OF THE MARKET COMPARED

The U. S. Bureau of Labor Statistics, in its Consumer Purchase Studies, divides population into income groups. In New York, the top 50% of the families buys more of every commodity than the bottom 50%.



It's the TOP HALF of the market that gives advertisers their best opportunity for profitable business in New York—for every commodity or service.

FAMILIES	FOOD	CLOTHING	HOME FURNISHINGS and EQUIPMENT	AUTOMOBILES	AMUSEMENTS and RECREATION EQUIPMENT	TOBACCO	HOUSING
UPPER HALF 50%	65%	78%	76%	94%	81%	69%	64%
LOWER HALF 50%	35%	22%	24%	5%	19%	31%	36%

From "Autobiography of a Market," by the *New York Herald Tribune*.

and WBZA, Boston . . . WCAU, Philadelphia, will experiment with "frequency modulation for television" . . . WBNX, New York, has received FCC authorization to operate on 5,000 watts, day and night . . . WEA's new transmitter at Port Washington, L. I., will begin operation in September . . . CFCF, Montreal, recognized its 21st birthday May 1 . . . WKBB, Dubuque, Iowa, has become the 187th affiliate of NBC . . . KRBM, Bozeman, Mont., and WSJS, Winston-Salem, N. C., will join NBC in June.

"Columbia's School of the Air" won three first prizes at the eleventh Institute for Education by Radio at Ohio State University recently . . . Eight other CBS programs also received awards . . . Columbia has started a Sunday-night "Headlines and By-Lines" program, featuring Major George Fielding Eliot, Albert Warner and Bob Trout . . . Mutual introduces a volume discount plan covering 225 of the nation's 300 largest cities.

NBC has launched "I'm an American," a Sunday afternoon series, in cooperation with the Immigration and Naturalization Service, U. S. Department of Labor . . . The vibrations of electrons in a series of radio tubes now sound the familiar NBC chimes every quarter hour on the big Gillette clock in Times Square. E. P. H. James, advertising manager of NBC, originated the idea.

WLS, the *Prairie Farmer* station, Chicago, received an average of 4,500 letters each day during the week an offer of a series of European war maps, for ten cents each, was on the air . . . KROW, Oakland, has produced a 30-minute film, "New Tower—New Power," showing construction of a modern broadcast transmitter, for exhibiting before school and engineering groups . . . WOR, Newark, has found that renewals accounted for 79% of its business up to May 1 this year . . . Sam H. Bennett, managing director of the Lone Star Chain, Texas, becomes sales director of KMBC, Kansas City, May 15 . . . KNX issues a promotion piece on "Six Pointers to Bigger Sales in Los Angeles and Southern California."

Newspaper News

Results from 62 campaigns in 16 classifications, directed by 37 agencies, are cited by the Bureau of Advertising, American Newspaper Publishers Association, in the 1940 edition of "The Blue Book." Manufacturers, banks, utilities, transport lines and publications are included.

Wisconsin Newspaper Markets, Milwaukee, have formed a research division to conduct a statewide consumer survey for member papers. Robert F. Timm will head this division under Irving C. Buntman, executive director.

Richmond, Va., *Times-Dispatch* has named Sawyer-Ferguson-Walker Co. national advertising representative. This company continues to represent the Richmond *News Leader*. On August 1 the two papers will be sold on a combination basis. . . . Dan A. Carroll has been appointed eastern representative of the Montreal *Standard*, national Canadian weekly associated with the Montreal *Daily Star*.

George M. Burbach, advertising manager of the St. Louis *Post-Dispatch*, has been elected secretary of Pulitzer Publishing Co., publisher of the paper, succeeding Albert

G. Lincoln, who has been named second vice-president of the company.

The Detroit *Free Press* has been sold to John S. Knight, Akron and Miami newspaper publisher. Mr. Knight becomes president and E. D. Stair, former publisher, chairman of the board. John H. Barry remains as general manager. The *Free Press*, 109 years this month, is the oldest newspaper in Michigan and the only morning daily in Detroit. Its circulation is about 300,000.



John S. Knight



John H. Barry

Agencies represented in the 152,000 lines signed by Basic Newspaper Group, Inc., for advertising in the *Dallas News*, *San Antonio Express* and *Evening News* and the *Oklahoma City Oklahoman* and *Times* in its first month of formal operation include BBDO, Erwin, Wasey & Co., William Esty & Co., Geyer, Cornell & Newell, Knox Reeves, Pedlar & Ryan, J. Walter Thompson and Young & Rubicam. The group provided discounts for consistency as well as volume.

New York *Sun* has distributed the 17th annual edition of "Valuable Data on New York, the World's Greatest Market." . . . Louisville *Times* and *Courier-Journal* have begun to use newsprint made from southern pine. . . . Boston *Traveler* introduces color ads on page 1.

Los Angeles evening *Herald and Express* has begun "When Presses Roar," a half-hour dramatic program, over KFI there. . . . WBZ, Boston, and WBZA, Springfield, Mass., featured a tour of the offices of the *Boston Record, American* and *Sunday Advertiser* in a broadcast this month.

James A. Coveney Co. reproduces 391 ads of 344 advertisers to show "How National Advertisers Used Shopping Newspapers" in March.

Business Paper News

Roy V. Wright, vice-president and secretary of Simmons-Boardman Publishing Corp., was elected president of Associated

Roy V. Wright succeeds Mason Britton as president of Associated Business Papers, Inc.



Business Papers, Inc., at its spring meeting at Hot Springs, Va. He succeeds Mason Britton, McGraw-Hill Publishing Co., who

was named chairman of the board. W. J. Rooke, W. R. C. Smith Publishing Co., becomes vice-president; Earl Shaner, Penton Publishing Co., treasurer, and Stanley A. Knisely continues as executive vice-president.

Paul Wooton, Washington correspondent of McGraw-Hill, has been chosen president of the National Conference of Business Paper Editors.

Ahrens Publishing Co. is introducing a new Buyer's Directory, to be published as the October issue of *Restaurant Management*. . . . *Drug Trade News* will perfume its May 20 issue to indicate coverage of the Toilet Goods Association's convention at New York this week. . . . Daniel Koplik has been named promotion manager of *Department Store Buyer*, New York. . . . Charles H. Hashagen, production manager of *Chain Store Age*, has been elected controller of Chain Store Publishing Corporation, New York, publisher of that magazine.

Distribution Sins That Eat the Heart out of Profits

(Continued from page 32)

junk some 6 or 7,000 of our tail-end districts and let it go at that.

Perhaps some competitor can serve them better, and if he can I'll be willing to let him do it. Now don't think I'm aiming this criticism at my own company, and my bosses, I'm not. It's a general condition that I'm shooting at. Maybe I'm just a dollar-hugger and can't see the picture over the long stretch—yet if a company has been in the red in certain sales districts for 30 or 40 or 50 years, or its entire existence. I think I'd check out of them and call it a day.

Some people may say that figures don't mean much, but I say they do. Last year my department broke up a considerable group of our markets into four classes, A, B, C and D. Then we worked them out on a basis of profits. Here is how they boiled down:

Class of Market	Ratio of Profit
A	1,382.
B	375.
C	101.
D75

Having done that, we took our D markets and broke them down into nine classes. Here again is what the comparative figures show:

Class D Market	Ratio of Profit and Loss.
1	23.59
2	21.84
3	1.67
Total Average75
439
5	loss .05
6	loss 1.51

SALES MANAGEMENT

7	loss	4.75
8	loss	6.53
9	loss	12.41

We did a few things with our unit of sale costs. We cut them into five classes as follows and figured a comparison of costs as follows:

Class of Market	Cost, Cents, per Unit of Sale
A	130.
B	156.
C	187.
D	237.
E	430.

After that we turned the thing around and figured the number of units sold per call by our salesmen. Well, here's the answer:

Class of Market	Units per Call.
A	44
B	34
C	21
D	15
E	5

In one district a sales manager last year determined to spend less time and money in a D market in his territory and more in a section classed as A. In the D market he spent \$51,000 less and lost 5,041 units of sale. He invested \$48,900 more in his A market and sold 26,900 more units.

Putting it another way, for statistical purposes, he added the 26,900 units in his A territory at a cost of \$1.80 per unit. In the D territory he saved \$10.14 per unit on every unit he lost.

Pruning Promoted Profits

Here's another interesting case:

In one of our districts in 1937 one of our salesmen had an assistant. Their two salaries cost the company \$7,000. The head salesman drew down for the year \$3,950 and the cost per unit sale was \$2. Probably he was leaning heavily on the assistant but, because the territory would not support two men, he was asked to let his aide go.

The result was that in 1938, working alone, he increased the sales 50% and reduced the costs of the sales per unit to \$1.28. At the same time he increased his pay, due to bonus earned, to \$5,800. In other words, while saving the company money on sales costs, he actually increased his own income \$1,850.

There are a number of ways at getting at the figures on what a district is doing and how one district compares with another. Take, for example, the comparative amount of goods various districts will absorb. We broke a

section of the country down into markets on the basis of the number of units shipped in a year.

Here is the comparison:

Class of Market	Shipped per Year
A	761
B	348
C	130
D	53
E	8

Putting it another way, for each unit shipped into the E market the D market shipped 6.6 units, the C market shipped 16.2, the B market shipped 43.6 and the A market shipped 95.1. When you get at your figures in that manner you begin to see things.

Deceptive Travel Costs

Then take the matter of the salesman's traveling per call, his average number of miles between calls. We have some data on that, too. Here are the figures, average between calls for the high man and the low man (in miles) per call:

Division	High Man	Low Man
1	39	10
2	37	14
3	31	12
4	28	9
5	37	7

"Oh," you say, "if a man travels in sparsely settled territory his jumps between sales will be long; while if he is in a thickly settled region they will automatically be short."

If you think so, look at this—

One of our men traveling in a large section of Wyoming showed the fewest number of miles per call; while a man in western Tennessee, in a populous neighborhood, made the greatest number of miles per call. We've proved that the miles per call depend not nearly so much on the territory as in planning of the calls.

Some men, when you put them in a car, especially if you are paying their mileage, are like the fellow who mounted the horse and rode off in all directions.

Let me say something else in defense of our statistics and to prove that knowing your figures can pay you, if you will only use the knowledge. Out of 3,563 D markets worked in 1937 and 1938 only 32 became B or better markets for the first time. That's only nine-tenths of one per cent; only 1 out of 111.

In other words, when a salesman works an unselected D market he's playing a long shot—but without hope for a long shot pay-off.



400 ROOMS at \$4.00

Travel-wise visitors to New York know that there is one place to stop where you can ask for—and get—a minimum rate room... and it's The Lexington! Here, 400 outside rooms with combination tub and shower bath, circulating ice water, and four-station radio—one-half of the entire hotel—are always available at \$4.00 per day, so you have maximum assurance of accommodations at the price you

want to pay. You are also assured of the kind of service you like—for The Lexington is recognized everywhere as "New York's Friendly Hotel"! Let us welcome you as a guest!

HOME OF THE
Hawaiian Room



Hotel Lexington

400 ROOMS
CHARLES E. ROCHESTER
Vice-Pres. & Mng. Dir.

LEXINGTON AVE. at 48th ST., NEW YORK

Free THE NEW PUBLICATION
"HOW TO SET UP A
SUCCESSFUL DEALER SIGN PROGRAM"
with actual case histories of successful programs as used by representative national accounts, will be sent you free upon request.



SIGNS
OF
LONG
LIFE

The ARTKRAFT Sign Company
General Offices, 1000 E. Kibby St.
Lima, Ohio, U. S. A.
The World's Largest Manufacturer of
All Types of Signs.

**AMERICA'S No. 1 QUALITY
GIFT-PREMIUM PRIZE**
Plain or with Firm Insignia, Trade Mark, Product, Initials, embossed in color—give a ZIPPO and "he remembered more often."
Lights anywhere. Lifetime Guarantee.
Write for PRICE LIST & FOLDER
ZIPPO Mfg. Co., Box 15 Bradford, Pa.

ZIPPO
Windproof LIGHTER

PHOTOSTAT 8c!

Reproductions

Genuine photostat reproductions 8c each, letter size (minimum 2 prints). Flawless reproduction of testimonial letters and orders, sales promotions, etc. For office duplication, often costs less than typing, contract boxes, offset. See for yourself!... Mail orders receive exacting attention.

MATHIAS & CARR, Inc.
165 B'way—1 E. 42nd St., N. Y. C. Tel. CO 7-4836

SALES CONTESTS

Planning and Merchandising

Sample copy of our Merchandise Prize Catalog, and brochure, "Information on Sales Contest Operation," furnished to sales and advertising executives without charge.

SALES CONTESTS, INC.
Talbot Realty Bldg., Dayton, Ohio

JUST OUT

The Analysis and Control of DISTRIBUTION COSTS

By J. Brooks Heckert, C.P.A.

HERE at last; the twin tools of modern management—analysis and control—applied to show you what to do, where to act, to get sales costs down and keep them down.

Ready for use—a definite plan of attack covering the actual steps required—how to analyze your sales situation and find out where troubles are; how to set up controls by which to check results, hold to standards, direct sales efforts for greater profit.

What the Problems Are; Tested Methods and Procedures

ANALYSIS—by Territories, Commodities, Methods of Sale; by Customers, Size of Orders, Operating Divisions, etc. Distribution Cost Standards and Control. CONTROL of Expense—Direct Selling, Advertising, Transportation, Warehousing and Handling, Credit and Collection, Financial.

Distribution Cost Budget. Accounting. Reports. Government Regulation; Price Differentials. 420 pages, 83 forms.

Practical for the president and the controller—who must organize this whole vital problem. Practical for the sales manager—how to use data the accountant can get him. Practical for the accountant—how to produce data these executives need.

ORDER NOW from Dept. M390. Enclose check for price and we'll pay delivery. Five-day approval privilege—money back if not satisfied.

\$5



THE RONALD PRESS COMPANY
15 E. 26th St. PUBLISHERS New York

HUSTLE WITHOUT BUSTLE

We're hustlers when the occasion demands but we don't make any noise about it. Our service is as cheerful and quiet as it is speedy.

Roy Steffen
Karl Eitel
Emil Eitel

IN THE HEART OF CHICAGO

BISMARCK
HOTEL-CHICAGO
RANDOLPH AND LA SALLE



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT, Reader's Service Bureau, 420 Lexington Avenue, New York, N. Y.

"Dummies That Talk" Is a New Angle on Direct Mail

"Dummies That Talk," a business book featuring patented letter and mailing piece forms, has all the earmarks of something new in the ever-changing field of direct mail. It is a loose-leaf collection of sample letter-head and broadside forms, with and without trick envelopes and coupons, and featuring many means of utilizing folds in the forms to secure new and inquiry-producing effects. Produced by Louis E. Delson of the "Selling Through Advertising Clinic," each book is part of a limited edition of 500 copies, each edition containing new, non-duplicating samples. As the various forms and letter-heads are patented, the Clinic licenses to purchasers each use on a "no cash royalty" basis. Space forbids adequate description of the many ideas contained in the portfolio, which sells at \$1 a copy.

Sales and advertising executives responsible for direct mail campaigns should find the portfolio a good investment, and in addition those who are in the city of Chicago are invited to inspect a display of the formats as used in practically every line of business, at the Clinic. Orders should go direct to Louis E. Delson, Selling Through Advertising Clinic, 19 South Wells Street, Chicago, Ill.

Metropolitan Life Surveys the Annual Report to Employees

A subject of ever increasing interest to executives is the annual report to employees, recognized as a means of stimulating and maintaining company loyalty and efficiency. Considerable research in the field has been made by the Metropolitan Life Insurance Co.'s Policyholders Service Bureau, which reported in 1938 that 44 companies at that time were committed to this policy. By the fall of 1939, the number had increased to 116 companies, including almost all of the original 44 companies. The results of that investigation are given in "The Annual Report to Employees," which reviews the highlights of the reports, compares them with the reports issued in 1938, and emphasizes the new ways developed in presenting the material.



Superlative Living

Enjoy your visit in sparkling surroundings at Chicago's very newest hotel. Centrally located.

Allan G. Hurst, Manager

CHICAGO'S HOTEL
KNICKERBOCKER

A table summarizes the subjects discussed, under the principal heads: Financial Facts About the Company; Definition of Accounting Terms; Other Facts About the Company; Outside Factors Influencing the Company; and Economic Theory. Some reports omit financial statements—the study shows how this is done. Where financial statements are used, various methods of simplifying the material are shown. Verbal reports, as used by Sears, Roebuck & Co., Manning, Maxwell & Moore Co., with the supplementary information and method, are described.

While it is admittedly difficult to measure the immediate results of any of the policies and methods, the study gives such information as is presently available. And the study concludes with a list of the companies covered in the investigation, grouped according to the method of employee report used. Illustrated throughout with pages and charts taken from these reports, the study is a most workable tool for all executives interested. Copies will be sent on application to the Policyholders Service Bureau, Metropolitan Life Insurance Co., 1 Madison Ave., New York, N. Y.

Facts for Marketing Men

Of interest to most marketing men should be the list of market data sources, government, and non-governmental publications, published last month by the Department of Commerce. Write for "Statistics and Maps for National Market Analysis," Business Information Section, Bureau of Foreign and Domestic Commerce, Washington, D. C.

* * *

In the initial issue of "Facts First," a bulletin which will be mailed periodically to interested business executives, Daniel Starch reports the results of two recent surveys. The first question asked consumers which of the following indorsements were considered important in connection with the purchase of packaged foods: Consumer Research, Consumers' Union, Good Housekeeping, Parents' Magazine, store clerks and others. Some 3,959 consumers responded. If you have not received the bulletin, it would be interesting to check your own response on the question with the actual results. Good Housekeeping received top rating. The second survey, made among 2,111 car drivers, secured the preferences of both men and women drivers for services liked and services disliked at gas stations. If interested in this and succeeding reports, write direct to Charles A. Wolcott, Daniel Starch, 420 Lexington Avenue, New York, N. Y.

Arkansas Travelers Take Note

Sales and advertising executives of liquor, gasoline and oil companies should be interested in studies just released by the Arkansas Dailies, covering distribution in that state. For the liquor field, the study shows the advertising of leading brands by cities, and is designed to secure dealer cooperation for advertising schedules. The gasoline study, "An Aid for the Placement of Gasoline and Oil Advertising in Arkansas," is the sixth annual gallonage report. It shows gallonage of major companies, by counties, by independent dealers, as reflected by tax returns. Obviously these studies should also serve as an index to other distribution problems in that state. Copies of these reports may be secured on request to Ken W. Howard, Arkansas Dailies, Inc., Sterick Building, Memphis, Tenn.

SALES MANAGEMENT

PERSONAL SERVICE AND SUPPLIES

Cash Basis Only. Remittance Must Accompany Order.

Classified Rates: 50c a line of seven words, minimum \$3.00. No display.

EXECUTIVES WANTED

SALARIED POSITIONS. \$2,500 to \$25,000. This thoroughly organized advertising service of 30 years' recognized standing and reputation, carries on preliminary negotiations for positions of the caliber indicated above, through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance the moderate cost of his own campaign. Retaining fee protected by refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If your salary has been \$2,500 or more, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

EXECUTIVES \$2,400—\$25,000—This reliable service, established 1927, conducts confidential negotiations for high grade men who either seek a change, or the opportunity of considering one, under conditions assuring, if employed, full protection to present position. Send name and address only for details. JIRA THAYER JENNINGS, DEPT. A, 9 CENTER STREET, NEW HAVEN, CONN.

EXECUTIVE POSITIONS—The Executive Bureau's personalized advertising service offers a dignified, practical and confidential procedure to salaried executives of outstanding ability to complete the important first-stage negotiations for the higher salaried positions. The low cost of each campaign is financed and controlled by the client in a fair contract agreement. Identity held in scrupulous confidence. Inquiries invited from those whose qualifications can meet exacting requirements. THE EXECUTIVE BUREAU, 700 Plymouth Building, Minneapolis, Minnesota, or 821 Commerce Building, Rochester, N. Y.

SALES MANAGER WANTED

ELECTRICAL APPLIANCES eastern division. An important position is open to an experienced forceful sales executive. Man we need has good job now but wants to work for expanding opportunity. Background of specialty selling, successful handling of men. Sales training work and jobber promotion desirable. State experience, age, and salary requirements. Confidential. Our personnel know of this opening. Box 721, SALES MANAGEMENT, 420 Lexington Ave., N. Y. C.

LINES WANTED

ESTABLISHED MANUFACTURERS' REPRESENTATIVE covering Chicago-Milwaukee area, 20 years executive engineering background: both electrical and mechanical experience, charge product and tool design, with direction sales engineering for leading manufacturers. Wants line where this experience will prove a mutual asset. Box 704, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

THE FOLLOWING SALESMEN AND/OR sales organizations have filed with SALES MANAGEMENT bids for new or additional products to be sold in the territory designated. Manufacturers interested in establishing contact with any of these sales representatives should mention the key-number at the beginning of the advertisement. This department is conducted solely as a service and SALES MANAGEMENT cannot guarantee the integrity of any of the individuals or firms represented in this list. To the best of our knowledge they are reliable. Address: READERS SERVICE DEPT., 420 Lexington Ave., New York City, N. Y.

Ag-82: Territory: Metropolitan N. Y., hqrs., New York City. Wants novelty items for insurance companies or agents.

Ag-85: Territory: Metropolitan New York, New Jersey. Wants beverages and syrups. Has warehouse and delivery facilities.

Ag-86: Territory: Metropolitan New York, hqrs., New York City. Wants notions or housewares items.

Ag-87: Territory: New England, hqrs., Boston. Wants industrial, building, lighting, hardware and cosmetic products selling to jobbers, wholesalers and department stores.

Ag-89: Territory: Denver, Los Angeles and intervening states, hqrs., Denver. Wants any meritorious product.

Ag-90: Territory: National, hqrs., Buffalo. Wants attractive items to be sold by mail.

Ag-91: Territory: Metropolitan N. Y., hqrs., N. Y. Wants exclusive distributorship for national advertised line in electrical hardware, automotive, toiletries or drugs. Will invest in right product.

Ag-92: Territory: Mich., N. W. Ohio, hqrs., Detroit. Wants products selling to plant, power &

LINES WANTED—Continued

production engineers, chemists or metallurgists in industrial concerns. Self-sustaining line or two non-competing lines.

Ag-93: Territory: Cal., hqrs., Los Angeles. Wants lines selling through grocery and drug trade.

Ag-94: Territory: Philippines, hqrs., Manila. Wants auto accessories, electrical supplies, hardware, paper, stationery, chemicals, dyes, cutlery, silverware, brass & leather goods, textiles, drugs.

Ag-95: Territory: Pacific N.W., hqrs., Multnomah, Ore. Wants mill supply, plumbing & industrial supplies selling to either jobbing or industrial trades.

Ag-96: Territory: Chicago, Minneapolis, Milwaukee, Duluth, St. Paul, Des Moines, Kansas City, St. Louis, hqrs., Chicago. Wants hardware, drug, gift, dental supplies, school & stationery supplies selling to dept. stores & jobbers.

Ag-97: Territory: Ill., hqrs., Chicago. Wants exclusive representation of meritorious product in Chicago and entire state of Ill.

Ag-98: Territory: Northeastern O., hqrs., Akron. Wants beauty shop specialties; raw materials or machinery supplies used in manufacture of rubber products.

Ag-99: Territory: Metropolitan N. Y., hqrs., New York City. Wants builders' hardware, tools selling to jobbers and dealers.

Ag-100: Territory: Madison, Milwaukee, southern Wis., Chicago, & Ill., northern Ind., river towns in Ia., hqrs., Chicago. Wants products selling to automotive, electrical jobbers; mill suppliers; hardware, airconditioning, refrigeration wholesalers.

Ag-101: Territory: Cal., hqrs., San Francisco. Wants equipment selling to electric, gas, water, oil utilities, & municipal, state, & national buying agencies.

Ag-102: Territory: L. A. & territory, hqrs., L. A., Cal. Wants products selling to doctors, dentists, hospitals, etc.

Ag-103: Territory: Ky., Tenn., hqrs., Knoxville. Wants any meritorious service or product.

Ag-104: Territory: Pacific N. W., hqrs., Spokane. Wants lines selling to hardware, electrical, furniture trades; dept. stores.

Ag-105: Territory: Ind., Ky., southwestern W. Va., southwestern O., hqrs., Cincinnati. Wants lines selling to electrical, hardware, automotive & mill supply jobbers.

Ag-106: Territory: N. Y. metropolitan area & surrounding territory; hqrs., N. Y. City. Wants radio, sporting goods, electrical appliances, photographic supplies selling to retailers, wholesalers & manufacturers.

Ag-107: Territory: Canada, hqrs., Toronto, Ont. Wants drugs, sundries, office equipment.

PHOTO POST CARDS

PHOTO POST CARDS
Newest, most economical method of displaying any product. Samples and prices on request. Graphic Arts. Hamilton, Ohio

POSITIONS WANTED

SALES MANAGER'S ASSISTANT

Capable executive, accustomed to relieving busy sales manager of many important responsibilities in preparation of lines, direction of salesmen, marketing campaigns, sales promotion, sales service, selling costs, coordination with production; manufacturers of consumer products sold through retail stores.

Eight years present employment; possibilities further growth exhausted. New connection desired where general sales assistance may lead to more highly specialized field.

Clean cut, well educated, Gentle. Versatile, resourceful, dependable. Salary requirements moderate. Box 717, SALES MANAGEMENT, 420 Lexington Ave., N. Y. C.

THOROUGHLY EXPERIENCED ADVERTISING

man, 28 years old, now in charge of Advertising for internationally known firm. Producer of outstanding direct mail—publication advertising—house organs—sales promotion—etc. Formerly Agency Copy Writer and Production Manager. Eager for greater opportunity with Agency or Manufacturer. Let me show you samples of my work. Address Box 718, SALES MANAGEMENT, 420 Lexington Ave., N. Y. C.

REPRESENTATION WANTED

WELL ESTABLISHED LOOSE LEAF MANUFACTURER is bringing on the market a new line of sales presentation binders. Based on new mechanical principles these binders are far superior to any now available. Fully protected by patent. Straight commission, exclusive territory. All or part time. Box 716, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

REPRESENTATIVES WANTED

Established sales representative wanted to handle, on commission basis, non-ferrous condenser tubes to the Public Utility and Marine fields along the Eastern seaboard. In reply state experience and other products now handled. Address Box 708, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

THE FOLLOWING MANUFACTURERS HAVE filed with SALES MANAGEMENT bids for sales representation in the territory or territories described, for lines designated. Sales agents interested in establishing contact with any of these manufacturers should mention the key-number at the beginning of the advertisements. This department is conducted solely as a service and SALES MANAGEMENT cannot guarantee the integrity of any of the individuals or firms represented in this list. To the best of our knowledge they are reliable. Address: READERS SERVICE DEPT., 420 Lexington Ave., New York City, N. Y.

Mf-41: Product: Drug item to be sold by state, district, or county representative as sole line or only line. Territory open: National.

Mf-42: Product: Water and metal treatment for boilers for industrials and buildings; hot surface paint for stacks, etc. Territory open: Mo., Wisc., Minn., and West.

Mf-43: Product: Office specialty, selling direct to commercial houses federal, state, county, city depts. Territory open: All except Chicago, New York City, Boston, Philadelphia.

Mf-45: Product: Modern streamlined computing scale for use in grocery stores and meat markets. Territory open: East of Mississippi.

Mf-46: Printing and advertising novelties, calendars, fans and printed gum tape. Territory open: National.

Mf-47: Product: Advertised drugs, toiletries, cosmetics and sundries selling to drug, dept. stores, chains and syndicates. Territory open: Wis., Ill., Ind., O., Minn., Ia., Mo.

Mf-48: Product: Roof ventilators, sold to roofing, sheet metal and heating contractors. Territory open: East of Mississippi.

Mf-49: Product: Battery compound for prevention of corrosion, sold through auto accessory, service station dealers. Territory open: National.

Mf-50: Product: Paint line selling to dealers, industrial maintenance, contractors. Territory open: Northern N. Y., Western Pa., Md., W. Va., New England.

Mf-51: Product: Portable, stationary money-meters leased to transportation companies, pools, beaches, amusement parks, toll bridges, etc. Territory open: National and foreign.

Mf-52: Product: Stationary coin meters leased to restaurants, lunch counters, concessionaires, etc. Territory open: National and foreign.

Mf-53: Product: Sideline for salesmen calling on retail drug and chain store trade. Territory open: National.

Mf-54: Product: Industrial heavy lubricant, established and repeating business. Territory open: S. E., and Canada.

Mf-55: Product: Paints, varnishes & specialties for jobbers, dealers, institutions & maintenance trade. Territory open: Eastern & central states.

Mf-56: Product: New low-priced dress & women's sportswear display form selling direct to variety, dept., & women's apparel stores. Territory open: National.

Mf-57: Product: New product for representative with bakery & restaurant following. Territory open: National.

Mf-58: Product: Drafting specialties & equipment selling to art supply houses, engineering depts., architects & schools. Territory open: National.

Mf-59: Product: Specialty product for home selling direct to consumer. Territory open: National.

Mf-60: Product: Automotive liquid cleaner that polishes & maintains silver surface; sold to fleet owners, service stations & garages. Territory open: National.

Mf-61: Product: Drug sundry now sold by most chains to sell in drug, dept. stores & chains. Territory: Cal., Ore., Wash.

C O M M E N T

BY RAY BILL



TRAVEL ON CREDIT: The new travel-on-credit plan announced within the fortnight by 70 of America's leading railroads offers considerable promise as a stimulant to the volume of transportation sales. To be sure, it is aimed to some extent against competitive means of transportation, such as seasonal motor migrations, but there are more advantages than disadvantages in keeping all forms of transportation on a competitive basis, at least insofar as enterprise and salesmanship are concerned.

Following many years of study, a workable plan has been devised under the title Travelers Credit Corporation. Without red tape and as a simple operation, the American public will be able to buy railroad trips and tours just as the same public now buys automobiles, radios, refrigerators and other products on convenient monthly instalments.

In the case of the travel-on-credit plan, the service charge is nominal and no down payment is required. The credit service is obtained direct from ticket office of a cooperating railroad or from a travel agency. Applications are to be acted on in 24 hours with favorable action depending upon a routine credit inquiry indicating an ability to meet monthly instalments. No collateral and no co-endorsements will be necessary. Travel credit under the plan must exceed \$50, but may be used for all-expense tours, including hotels, meals, side trips, etc., as well as for railway and Pullman fares.

In quite a number of other fields where the unit of sale approximates in price the cost of a tourist trip, the annual sales of the industry as a whole show about two-thirds of such annual sales being made on an instalment basis, and show the instalments being paid over a period of from 12 to 18 months. Automobiles and refrigerators are two outstanding industries where a substantial majority of the industry's annual sales seem to be highly dependent upon the availability of instalment buying plans.

If such experience is any criterion, the railroads and the whole tourist business appear to be headed for a considerable sales lift, although it may take some time for the instalment plan to come into widespread use on a stabilized, maximum scale. But with the objectives of tourist travel extensively promoted by advertising, it seems pretty certain that traveling by credit will expand rapidly.

Meanwhile, there naturally arises the question of whether many business firms might not also take advantage of this

new travel-credit-plan which goes into effect May 20. We see no reason to prohibit their so doing and also no reason why the transportation companies should offer objection. Undoubtedly, too, many business concerns would like to have their sales representatives make extended trips which do not have to be paid out over too short a period of time. So it well may be that business, especially the sales side thereof, can contribute in important degree to the success of the travel-credit-plan.

PRICES VS. FAIR TRADE LAWS: Talking before the Sales Clinic of the Advertising Club of New York, R. D. Keim, vice-president of E. R. Squibb & Sons, presented a strong argument in favor of fair trade laws. To those interested in this subject, we suggest writing Mr. Keim for a full copy of his remarks. Meanwhile, here is an extract.

"Let us be realistic and apply the principle of Fair Trade in a practical manner. Manufacturers A, B, C, and D each manufacture a tooth paste. Manufacturer A places a price on his brand of tooth paste that is too high. You know as well as I do that the consumer will soon buy the tooth pastes of manufacturers B, C or D because they are being sold at reasonable minimum prices. Before very long, Manufacturer A will reduce the minimum retail price on his tooth paste. Now then, I ask you, is that free and open competition or not?"

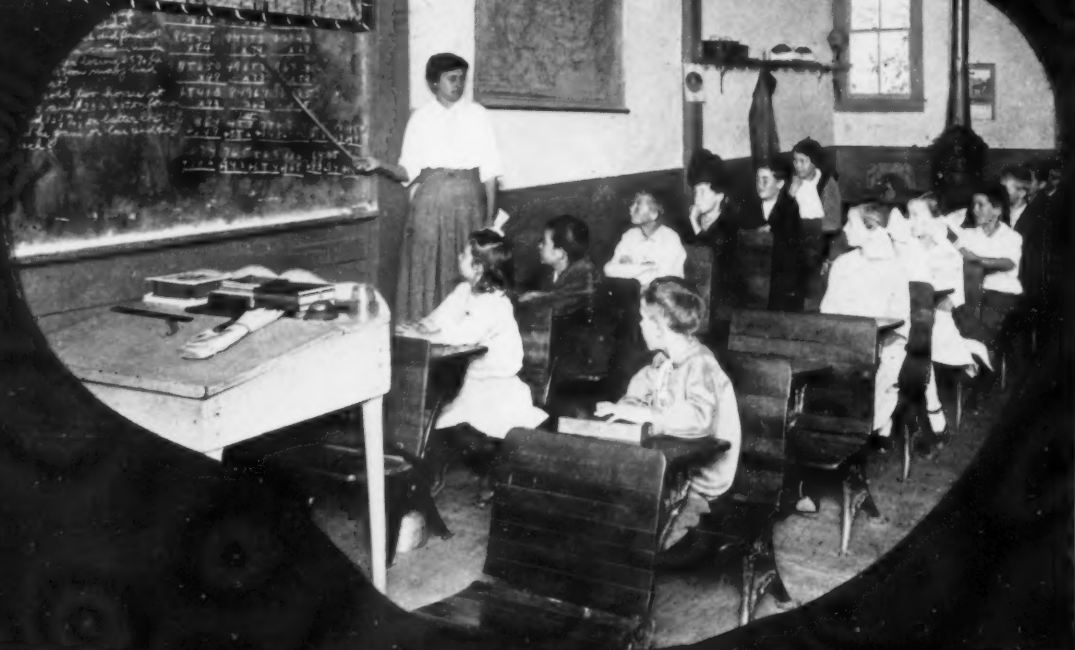
"Thus the consumer is fully protected under the fair trade laws and all the ballyhoo and propaganda spread by opponents of those laws is pure bunk. The only thing that has happened to the consumer is that price competition has been transferred from the retail field to the manufacturing field.

"No manufacturer of a tooth paste will establish a retail price for his product that is 'out of line' for if he does he soon will lose his market to his competitors. Hence, since the fair trade laws have been enacted there has been keener competition than ever before between manufacturers of branded or trade-marked products."

To many business men, this all makes good sense although many others, opposed to fair trade laws, constantly argue that such laws not only improperly fix prices, but also raise them to higher levels which result in a higher cost of living. Thus far, we have seen comparatively little in the way of factual studies and researches emanating from sources which are without partisan viewpoint and, therefore, chiefly interested in ascertaining the truth. But if, as Mr. Keim suggests, fair trade laws result in transferring price competition from the retail field to the manufacturing field, then fair trade laws are fostering significant upheaval in both manufacturing and retailing and particularly in sales management as related to the marketing of nationally advertised merchandise.

"A" Bought two
horses from "B"

(Did advertising make the cost too high?)



School children used to worry about arithmetic and leave the business problems to the businessman. But this summer, professors on nearly a hundred college campuses will give special courses in Consumer Education to thousands of teachers from tens of thousands of schools. And in the autumn these teachers will unfold to their students what they have learned about advertising costs, distribution, labels, grading and sizing of products—and other factors of modern business which are now in the eye of the consumer.

The thinking and discussion which takes place today, may soon become the action which makes or breaks your sales.

Consumer education is here to stay. But you can turn this "consumer movement" to your advantage when you know what the consumer is doing, what he is thinking, and what he wants.

Right now Ross Federal, one of the oldest and largest marketing research organizations in the world, can dig out for you the basic information you need to help you plan your sales and distribution campaign.

ROSS FEDERAL RESEARCH

CORPORATION 18 EAST 48th STREET • NEW YORK

AND 31 KEY CITIES FROM COAST TO COAST



From the

Machinery that never wears out...

TO TAKE care of its growing circulation, the Chicago Tribune again is adding to its press equipment. Recently ordered for installation within the next few months are eight new black-and-white press units and a double folder. One of the units will be equipped for newsprint 4-color printing. Cost of the improvement, including special foundations, will approximate \$375,000. When the installation is completed, Tribune printing equipment—news presses, rotogravure and comicolor—will total 164 printing units and 27 pairs of folders.

Machinery used to produce the Chicago Tribune seldom wears out. As soon as new and better equipment is developed, the Tribune adopts the new, regardless of its investment in the old. As a result, the Tribune is able to deliver a steadily improved product to its readers. Because it continuously gives readers more for their money, the Tribune is able to give advertisers more for theirs.

INFLUENCE WITH WOMEN

Because it publishes a newspaper which is more interesting to women, the Tribune reaches the largest constant audience of women in metropolitan Chicago.

As a result, Chicago department stores and specialty shops, on the basis of direct, traceable returns, place in the Tribune more of their expenditures for women-appeal advertising than they place in all other Chicago newspapers combined.

59,497 Shirts and Pajamas

"In our full page ad in the April 7 Sunday Tribune we offered 60,000 shirts and pajamas priced at \$1.00.



Eleanor Nangle (left), whose beauty culture column, "Thru The Looking Glass," is "must" reading seven days a week for thousands of Chicago women, applies the final make-up touches to Angelina Harms just before the latter posed for a picture to illustrate one of Miss Nangle's articles in the Chicago Sunday Tribune Graphic section. Last year, inquiries addressed to Miss Nangle by mail, telephone, and in person, totaled 48,256.

"By Tuesday night we had sold 38,907 of them.

"Then we came back with a half-page ad in the Wednesday Tribune and sold 10,933 on Wednesday and 9,657 on Thursday.

"Total sales by Thursday night: 59,497.

"This was the most successful event of its kind we ever had...

"It was the first time we ever relied on a single advertising medium for such a promotion and the Tribune gave us a record breaker."

—From a letter by Maurice L. Rothschild, Chicago clothier, who last year placed in the Tribune 688,690 lines of advertising, or 74% of the total placed by the store in all Chicago newspapers.

Color Photographs at Newspix Speed

A portable three-plate color camera which puts newspaper color photography practically on the speed level of newspaper black-and-white photography has recently been added to the equipment of the Chicago Tribune color photo studio.

Built specially to Tribune specifications, the new camera has film magazines holding 12 cut films for each color which makes it possible to take photographs at intervals of two or three seconds.

LIBRARY...

Belles lettres and history, an entire wall

Cultivating beauty... New press units... Turndown... 60,000 shirts and pajamas... More speed for color photography... Observation on women... 1,000,000 copies a day... Library.

TOWER

stocked with dramas and dramatic criticism, another given over to works of the 18th century—these are among the 7,000 well-thumbed books which James O'Donnell Bennett, noted Tribune writer, loved during his lifetime, which he wanted his Tribune co-workers to enjoy after his death. He died February 27. Under the terms of his will, the James O'Donnell Bennett library was opened on the 24th floor of Tribune Tower on May 1, the day Mr. Bennett would have been 70 years old.

Declined with Thanks



ARCH WARD

"A national radio commentator, the Associated Press and the United Press last week carried an announcement reading substantially as follows: 'Arch Ward, sports editor of the Chicago Tribune, has received an offer to become president of the National Football league, with increased powers at an annual salary of \$25,000 for ten years. ... I've declined to say whether he would accept the invitation, which came from a majority of the club owners.'

"The item was true. However, it's high time those fellows quit scooping the Wake of the News, so we are making known this morning that we have turned down the offer. We realize professional football is the country's fastest growing professional sport. We appreciate the generosity of the club owners and their vote of confidence in extending such a long-term contract. But, how could we leave Golden Gloves, All-Star football, and, most of all, youse guys and gals who have cooperated so enthusiastically in the production of the Wake of the News?"

—From "In The Wake Of The News," the daily column conducted by Arch Ward, sports editor, the Chicago Tribune.

CHICAGO TRIBUNE AVERAGE NET PAID TOTAL CIRCULATION

DAILY, over 1,000,000
SUNDAY, over 1,180,000

